

FINANCIAL TIMES

Eurobonds: a profitable year for the borrowers, Page 13

EUROPE'S BUSINESS NEWSPAPER

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World news Business summary

Iran 'on final Gulf War countdown'

Iran is "counting down for the decisive final blow" in its six-year-old war with Iraq, Iranian Parliament Speaker, Hashemi Rastani, said. The propaganda war between Iran and Iraq scaled new heights in the wake of last week's brief military clash on the Shatt al-Arab waterway with Iraq claiming it killed or wounded 60,000 Iranians during 14 hours of fighting and Iraq claiming 9,500 troops killed or wounded. Iran also urged the United Nations to take "more serious and effective measures" to prevent Iraq using chemical weapons. Page 2

Best year for jet aircraft producers

JET AIRLINER manufacturers had their best year in 1986, with orders for 199 new aircraft worth more than \$55.5bn, Page 12

Basque arrests

Spanish police arrested four suspected Basque separatists as they were making a bomb to be used in a guerrilla attack in San Sebastian. Five more suspected guerrillas were later seized in nearby Lasarte. Page 2

Manila protest

Several hundred demonstrators chanting anti-government slogans in Manila burned piles of Time magazine, which named Philippine President Corason Aquino "Woman of the Year".

Palestinians shot

Israeli troops shot and wounded two Palestinian students throwing stones at soldiers during a demonstration in the occupied West Bank town of Ramallah.

Spy trial begins

Israeli nuclear technician Mordechai Vanunu pleaded not guilty to treason and spy charges after he was taken in a chase under heavy guard in Jerusalem. Page 2

Rebels seize base

Mozambican right wing rebels seized a government military base in north-west Tete province, killing 41 Mozambicans and 22 Zimbabwean troops and destroying four Soviet-built T-54 tanks and nine BTR-152 armoured vehicles.

French demo call

Striking train drivers called for demonstrations in French cities this week to press their demands in a dispute which has disrupted rail transport and forced Prime Minister Jacques Chirac to cancel a holiday. Page 2

Jordan-Egypt talks

King Hussein of Jordan and President Hosni Mubarak of Egypt met in Amman for the second time in five weeks in an attempt to form a common stand for next month's Islamic conference in Kuwait.

Editor expelled

Israel expelled Palestinian newspaper editor Akram Haniyeh from the occupied West Bank after he abandoned a two-month struggle against a deportation order.

Japan train crash

A Japanese excursion train plunged 155 ft off a bridge, killing six people, and derailed in a factory below. A railway spokesman said a gust of wind hit the train on the Japan Sea coast, 200 miles west of Tokyo, just after its 180 passengers had disembarked.

Berlin decision

The three Western allies in Berlin - France, Britain and the US - overcame initial misgivings and decided to attend ceremonies in East Berlin this week marking the divided city's 750th anniversary. Page 2

Punjab alert

Security forces were put on extra alert in India's strife-torn Punjab state ahead of a general strike called by Sikh students for today.

Briefly:

Cricket: England retained the Ashes by beating Australia by an innings in the Fourth Test in Melbourne. Tennis: Australia won the Davis Cup by beating Sweden, the holders, 3-2 in Melbourne.

Moscow 'likely to release more political prisoners'

THE SOVIET authorities will release many more political prisoners in the next few months following the release from internal exile of Dr Andrei Sakharov, the Soviet physicist, according to Dr Roy Medvedev, the Soviet dissident historian. "In the first place Sakharov himself will be entering into their defence, and apart from that many were convicted under the same law as he was," he said. Dr Medvedev, himself one of the most prominent opponents of Mr Leonid Brezhnev's Government and the historian of Stalinism in the Soviet Union, said in an interview at the weekend that, while he believed there would be many releases, he did not expect a general amnesty of political prisoners, whom he estimated to total between 2,000 and 2,500. Other reports citing Soviet officials said yesterday that the Government had set up a special commission to examine the cases of prisoners held for political reasons and this was likely to be followed by the release of many of them. Dr Medvedev said the release of Dr Sakharov was primarily motivated by two considerations: the authorities' fear that he or Yelena Bonner, his wife, could die in Gorky, combined with the Kremlin's consciousness of the damage that holding Dr Sakharov did to the Soviet Union's reputation abroad. The immediate step leading to the release of Sakharov from his seven years of exile in Gorky, according to Dr Medvedev, was the death of Mr Anatoly Marchenko in prison on December 8. Mr Marchenko was the first name on a list of 15 whose release Dr Sakharov had

demanded in a letter to Mr Gorbachev in the spring of this year. The Government in Moscow feared that Dr Sakharov, who is aged 65, would start another hunger strike, his fourth since he was exiled in 1980. He and his wife have both refused medical attention since they were severely fined for refusing treatment and therefore "the authorities had no way of knowing what condition Sakharov and Bonner were in." "The death of Sakharov in Gorky or the death of his wife there could have become an indelible stain on the reputation of the Soviet Government, and this is the main reason which prompted Sakharov's release at this time," Dr Medvedev said.

Also the Government was conscious that, despite more democracy and liberalism at home, its reputation was still tarnished "because everyone said: 'You are holding hostage the most outstanding scientist in the country'." His detention also prevented the Soviet Union taking the offensive, as it wished to do, on human rights and did it particular damage among scientists in the West at a time when Moscow wanted to accelerate its scientific progress, Dr Medvedev said. Dr Medvedev said another important reason for releasing Dr Sakharov was the Kremlin's realization that his views on nuclear weapons were very similar to Mr Gorbachev's arguments against President Ronald Reagan's Strategic Defence Initiative (SDI) and in favour of a moratorium on nuclear testing. He said that in the 1980s Dr Sakharov, one of the creators of the Soviet hydrogen bomb, had opposed the creation of a Soviet anti-ballistic missile system because it is only efficient "when the country has been hit by a first strike and is already weakened and therefore it is not the one who wants to defend who creates the anti-missile system, but the potential aggressor."

Dr Sakharov's criticism of Soviet intervention in Afghanistan and human rights, "will, of course, create a certain problem for Gorbachev, but for him what is far more important is Sakharov's quality as an ally in the struggle against the new American arms programme." The Kremlin, Dr Medvedev said, was conscious that Dr Sakharov's reputation as an honest scientist independent of the Soviet Government "can act in their favour as well as against it."

China steps up action to calm student unrest

By Robert Thompson in Peking THE CHINESE Government has stepped up its campaign to calm unrest on the country's university campuses by announcing over the weekend the arrest of "workers" alleged to have disturbed public order during student protests. Five people have now been arrested in Shanghai, including one worker who masqueraded as a student and demanded money. Three people were arrested in Nanjing last Saturday after five consecutive days of protests. The Government is also understood to have circulated a note to newspaper editors prohibiting references to five liberal-thinking poets and the publication of extracts of their work. The authorities are apparently concerned at the impact of these poets' words on restless students. The momentum of student protests in support of greater democracy slowed at the weekend but posters continued to surface at Peking campuses - including one proclaiming that the current Peking Government was "in every respect identical" to the "most tyrannical feudal despotism we have had" in China. Another poster claimed that a literary magazine had been closed by city officials. Meanwhile, the municipal government announced changes on Friday which apparently would increase the number of representatives to the lower levels of the People's Congress. However, diplomats said they doubted whether the measures would make the election process any more democratic. They saw no concessions to the students' demands. In the eastern city of Hefei, the capital of Anhui province and the scene of the first student protests three weeks ago, the Government has, however, made an obvious concession by delaying local elections for three weeks to allow the nomination of extra candidates. The Chinese press yesterday carried detailed accounts for the first time of the demonstrations in Shanghai and Nanjing. The People's Daily, the official Communist Party newspaper, reported that "lawless elements" were attempting to disrupt public order, and again said people with "ulterior motives" were behind the lawlessness. It did not, however, identify these people or their motives. By allowing reports of the protests, the Government has met one of the demands made by students in Shanghai.

US to open talks over return of frozen Iran assets

BY LIONEL BARBER IN WASHINGTON US AND IRANIAN officials are due to meet in The Hague today to discuss the possibility of unfreezing several hundred million dollars of Iranian assets held in the US. The assets were frozen after 52 American diplomats were seized by extremists in Tehran in 1979 and held hostage for more than a year. The sums also include interest owed by the US to Iran on money held in US bank accounts and arms previously ordered by the Shah but subsequently withheld from Ayatollah Khomeini's regime. The talks between Iran and the US could be important since Iranian leaders have suggested that the unfreezing of assets could encourage Tehran to intervene on behalf of American hostages held in Lebanon. The deadline for the two countries to reach an agreement expired earlier this month, leaving the threat of a court-imposed settlement. The fact that the two sides are keen to resume talks suggests a reasonable chance of a deal being struck. The Reagan Administration, beset by the Iran arms controversy, would clearly like to secure the release of at least five American hostages held in Lebanon. President Reagan, on holiday in California, is said by his advisers to want to keep a low profile this week before returning to the White House on Friday. His sole scheduled public appearance is at a ceremony to honour the twin pilots of the experimental aircraft Voyager, which successfully circumnavigated the Earth last week. In his weekly radio address at the weekend, Mr Reagan expressed disappointment over the Iran affair, but said he was "committed to getting all the facts and fixing whatever went wrong." The President, reviewing 1986, said differences between the US and the Soviet Union had "narrowed significantly" and both sides were in a good position to make progress. He predicted stronger economic growth in 1987 and mentioned successful campaigns against drugs and the prosecution of organised crime leaders as gains in 1986. But the tenor of his address was subdued, in tune with the shadow cast over his presidency by the Iran affair. It seems certain that the President, who has been struggling vainly to escape the Iran controversy, faces fresh disclosures about contacts with the Tehran regime which suggest strongly that his Administration intended to barter arms for American hostages held in Lebanon. Mr Reagan and senior White House officials have consistently denied any such barter deals, but yesterday a report surfaced in London of secret US-Iranian contacts going back to the middle of 1984, well before the President secretly authorised the first arms sales. According to the Sunday Telegraph, a former US intelligence

Japan to spend \$9bn of surplus on foreign aid

BY IAN RODGER IN TOKYO JAPAN has responded to critics of its aid programme by attempting to encourage comparisons between the package and the post-war Marshall Plan through which the US helped to finance the recovery of European economies. Some aid officials went so far as to encourage comparisons between the package and the post-war Marshall Plan through which the US helped to finance the recovery of European economies. One aid official pointed out that - at least in nominal terms - there was not much difference in the amounts involved. The Marshall Plan amounted to the equivalent of \$12bn. To implement the plan, the aid official said, the US Government had only to redirect the income it was already receiving and had been spending previously on its military effort. Japanese officials on the other hand, have constantly been pointing out that while the country might have a huge surplus, it is all in the private sector. The Government itself is chronically short of revenue and aid officials have had to fight hard for their increases and new programmes in a year when there is to be no overall increase in government spending. The final element of the new package would seem to be an attempt to harness the private sector surplus to the aid effort. Accordingly, last week the Government announced that Japan would provide the World Bank with an additional \$500m (\$1.5bn) in loans over the next three years. The idea is to enable the Bank to increase its lending to the potentially strong developing countries in the hope of stimulating their economies. Far from comparing the new measures with the Marshall Plan some Japanese officials have likened this new initiative to the Opex Special Fund or so-called Third Window. This was set up by the oil producing countries in 1976 when the world was clamouring for the recycling of their surpluses. Again though there are important differences as the money for the Opex fund came from governments, whereas 90 per cent of the money from the Japan special fund will come from the private sector. The Opex fund loans were made for only a 0.5 per cent annual commitment charge. The Japanese funds, it is hoped, will be raised by the Japanese Government authorising the World Bank to increase its borrowing in the Tokyo capital markets, now limited to \$300bn a year, by \$300m over the next three years. The Government recognises that the World Bank has to make its loans on a commercial basis and thus they may not be attractive to some already debt ridden developing countries. To sweeten the offer, the Japanese Government is making grants to the World Bank of \$30m spread over the next three years. Continued on Page 12

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British Gas prepares for battle with Government over imports

BY MAX WILKINSON, RESOURCES EDITOR, IN LONDON THE NEWLY privatised British Gas will soon start an aggressive round of talks with foreign suppliers which is likely to lead to a major clash with the UK Government in 1987. British Gas is making no secret of its desire to buy around a quarter of its requirements for the late 1980s from abroad. But ministers fear that this would conflict with their desire to promote the fastest possible development of the remaining gas reserves in the UK sector of the North Sea, which they hope will provide jobs for the supplying industry. British Gas, on the other hand, wants to ensure that it will obtain the cheapest possible supplies. This intention has been reinforced by its successful move into the private sector earlier this month. It believes that competition from imported gas supplies will help it to strike better bargains with the oil companies which have plans to develop gas in the UK sector. A major gas contract with Norway for the 1990s could run to £10bn or £20bn (£14.5-£29bn), although it is more likely that the corporation would break up the purchase into smaller amounts to avoid political opposition. It is also expected to open serious talks with Algeria, which many industry observers believe has become more "sensible" in its attitude to pricing after the collapse of its oil revenues. Algerian gas could be delivered to the UK by tankers in liquefied form or by pipeline through Spain and France. A third option which will be explored is to buy Soviet gas, perhaps through intermediaries in France, the Netherlands or West Germany. Mrs Margaret Thatcher, the Prime Minister, has in the past been strongly against purchasing Soviet gas despite the keen prices avail- able to continental European buyers. The main dispute, however, is likely to be about the purchase of gas from Norway's Troll field off the coast near Bergen. When existing imports from the Frigg field start to run down in the middle of the next decade, the pipelines could easily be extended to Troll and kept full. Statoil, the Norwegian state oil company, has now concluded an agreement with a consortium of continental buyers to develop the vast reserves in Troll, and it is anxious to reach agreement with British Gas to make the maximum use of the very large platform which is planned for the field. For British Gas there are strong arguments that this pipeline should be used to the full "before it rusts away". However, strong lobbying has already begun to prevent British Gas from reaching such a deal. Mr Peter Walker, the Energy Secretary, has power to veto any gas pipeline planned in the British sector. Officials are now disputing whether he has power to prevent the Frigg pipeline from being used for gas from a different field. Continued on Page 12

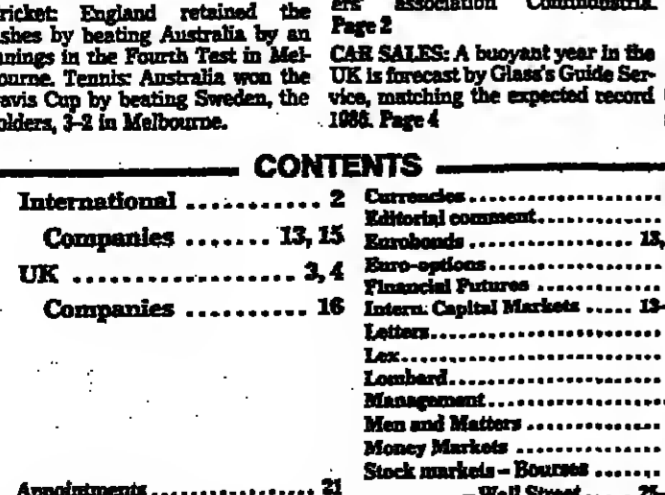
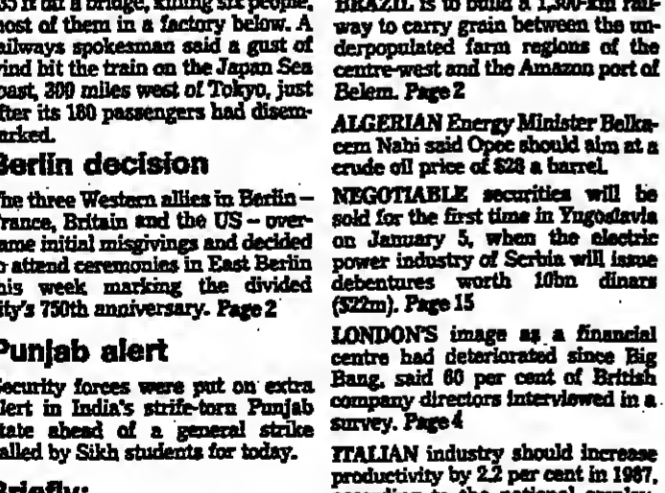
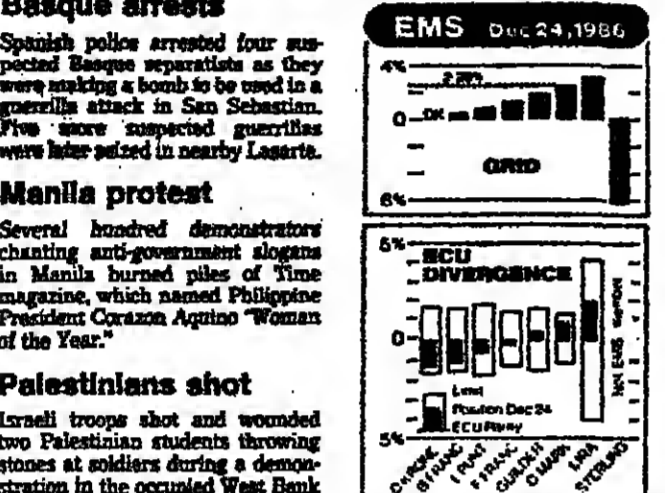


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THE MONDAY PAGE INTERVIEW Tony Jackson talks with British author Kingsley Amls, Page 8

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Busy debut in prospect for Third Market

BY ALICE HAWTHORN

AS MANY as 25 companies may trade their shares on the Third Market, the new forum for the shares of young, unquoted companies, on its first day of dealings according to the London Stock Exchange's estimates.

Although the stock exchange has no firm figures for the Third Market, it has gauged the likely level of interest by monitoring Third Market activity among its members. So far it looks as if a minimum of 15 or a maximum of 25 companies will be ready to trade their shares when the Third Market opens on January 28.

Some of the Third Market recruits will transfer from the over-the-counter (OTC) market which has sprung up off the stock exchange floor; others will come from the ranks of the mineral exploration companies which trade their shares under the Rule 333(3) system; the rest will be companies which have not traded their shares before.

If the Third Market does succeed in attracting 25 recruits on its first day it will have a markedly more crowded debut than the Unlisted Securities Market USM which began trading in the shares of just 11 companies on November 10 1986.

The stock exchange expects that at least 60 companies will be quoted on the market by the end of its first year. External estimates have

Warning on workflow techniques

BY DAVID BRINDLE, LABOUR CORRESPONDENT

ATTEMPTS BY companies to improve workflow by adopting Japanese-style "just-in-time" (JIT) production methods are unlikely to be wholly successful unless more attention is paid to employee relations, researchers are warning.

Although the recession has enabled some UK manufacturers to win worker agreement to JIT processes, the researchers say managers may have to devise other means of motivating their employees if the full benefits of JIT are to be achieved.

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JIT, the shorthand for managing workflow, focuses on a range of interlinked problems including inventory control, manufacturing lead times and machine set-up times, production plant layout and relations with suppliers.

In its simplest form, JIT reduces the need for buffer stocks by ensuring that a steady and uniform flow of parts and raw materials is delivered just in time for the next production stage.

In the UK, most interest in JIT has been shown by companies in the automotive industry. Some form of the discipline has been introduced by Cummins Engines, Massey Ferguson, Perkins Engines, GRN, Lucas and TL.

The January issue of Personnel Management, the magazine of the Institute of Personnel Management, features a report on JIT implementation at two unnamed automotive sector companies - one a component supplier, the other a vehicle assembler - by Ms Stephanie Talley and Mr Peter Turnbull, of

Warwick University's industrial relations research unit.

At the components supplier, the report says, lead times have been reduced from three months to 18 days; stocks and the proportion of defective parts have been reduced; and machine utilisation has been increased from 70 to 90 per cent.

However, worker absenteeism is said to have started to rise steadily again after a significant fall on introduction of JIT.

In both cases, JIT was implemented after big redundancy programmes - with consequent uncertainty among remaining workers - and without any guarantee of job security, the report says.

Arguing that motivation and financial reward are of equal critical importance in ensuring that JIT produces best possible results, the report concludes: "In effect, therefore, at both of these companies employees are being expected to work harder without the incentive of knowing that their efforts will be translated into long-term security."

No-strike deals rejected by union chief

By Philip Bassett, Labour Editor

BRITISH trade unions have all had to make concessions in response to the initiative by the EETPU electricians' union in signing strike-free agreements, according to Mr John Edmonds, general secretary of the GMBU general workers' union.

But Mr Edmonds, a key figure within British unions, rejects such agreements and predicts their disappearance.

Interviewed in International Labour Reports, Mr Edmonds says that strike-free agreements have created a polarisation within the unions, with most on one side against them, and one or two in favour.

He says that what is "worrying and damaging" is that "we have all had to make concessions in response to the EETPU putting strike-free deals on the agenda because employers have felt confident enough to demand them." The subsequent polarisation of union positions has helped employers feel comfortable.

Mr Edmonds says that the GMBU, in line with Trades Union Congress (TUC) policy, is willing to sign single-union agreements on new sites - a position he describes as "not a very noble policy, but a pragmatic one." But he says the union "will not sign no-strike deals or accept automatic arbitration or any of the 57 varieties of no-strike deals."

He says: "It is quite clear that where a union is openly prepared to flirt with no-strike deals - even when they say they have not signed them - they are in a much better position. But we think the whole thing is a con and will disappear as a fashion in due course."

International Labour Reports, No 19, Jan-Feb 1987, I.L.R. 2/4 Oxford Road, Manchester M1 5QA. £1.50.

Companies in network to promote technology

BY IAN HAMILTON FAZEY

AT LEAST 14 leading British companies have formed a novel type of network to promote new and improved technology among themselves and between big corporations and small businesses. It will start full operations early next year.

The new body has been named Nimtech (new and improved technology) and is chaired by Mr Con Alday, who retired earlier this year as chairman of British Nuclear Fuels (BNFL). It will operate initially in the north-west of England, where the idea originated.

Private sector founders of the network include British Aerospace; the cables group BICC, BNFL, British Telecom, Ferranti, GEC, ICI, Mullard, Post Merwick, Pilkington, Rolls-Royce Motors and Unilever. Barclays Bank and Coastair are expected to be the next recruits. The UK Atomic Energy Authority was also in at the start.

The idea was originally developed within Pilkington Brothers, the St Helens-based glassmaker, and arose from a study of how to encourage new, high technology small businesses. Mr David Boulton, the

Expenditure on computer-based training 'to rise four-fold'

BY DAVID THOMAS

SPENDING on computing to help with training is set to quadruple to £230m by 1990 from £50m to £60m in 1986, according to a report by the National Computing Centre.

The report is a confidential market analysis prepared for a new company, Advanced Training Technology Associates (ATTA), which claims it has devised an innovative approach to the fast-growing market for computer-based training.

The NCC report says that banking and finance companies have been leaders in using computer technology to train their staff. Low technology process manufacturers have been the slowest to wake up to these new training techniques.

The report expects retailing and the public sector to be among the main growth areas for computer-based training in the medium term.

Overall, it says spending on computer-based training will increase at an average annual rate of 45 per cent to the end of the decade.

By then, it will account for about

12 per cent of the UK's total spent on training, up from about 4 per cent in 1985.

Moreover, the mix of spending on computer-based training will change in favour of spending on "courseware" or course training.

In 1985, 55 per cent of all spending on computer-based training was on hardware, with 20 per cent on courseware. By 1990, spending on hardware will account for 35 per cent and on courseware 40 per cent, according to the report.

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Coal comes to terms with privatisation

BY MAURICE SAMUELSON

BRITISH COAL is starting to take seriously the prospect of privatisation in about four years if it can break into consistent profit and if the Conservatives win the next general election.

Senior managers, originally wary of the calls for selling off individual parts of the industry, have taken heart from a declaration by Mr Peter Walker, Energy Secretary, in a recent interview, that the industry should be sold as a whole rather than piecemeal.

His remarks echo those of Sir Robert Hissling, British Coal's chairman, who said recently that he would favour privatisation as long as the business remained as a single entity.

This approach differs sharply from that being canvassed by Conservative politicians who want either when there was talk of selling off the attractive parts of the industry and letting the loss-makers disappear.

Mr Walker's preference for selling the coal industry as a single business - as in the case of British Gas - is seen in British Coal as acknowledgement of its speed of recovery after the year-long miners' strike.

The industry now plans to break even in 1988-89, a year later than originally planned, and if it generated increasing profits for at least two years after that, it could be regarded as eligible for privatisation by a Conservative administration.

"We are clearly on target to dis-

Worker fines may be tested by tribunals

By David Brindle

MANAGERS SHOULD think twice before imposing a customary "fine" on employees who stagger in late for work after the rigours of the holiday period.

For, as from January 1, when part 1 of the Wages Act 1986 takes effect, the common practice of deducting, say, 15 minutes' pay for five minutes' lateness may be challenged at an industrial tribunal unless explicitly agreed in writing as part of an employment contract.

The act deals at length with the issue of pay deductions for misconduct, cash shortages or stock deficiencies. Employers who have not already done so would be well advised to check closely their contractual rights in these areas.

On the other hand, the act is being seen by the unions as giving employers *carte blanche* when it comes to contractually-agreed pay deductions. This is because the legislation includes no provision that fines must be "fair and reasonable," as did the Truck Act 1986, which it replaces.

The Wages Act's provisions on deductions supersede those of the Truck Act.

Potteries reshape way out of recession

BY ARTHUR SMITH

POTTERIES, so often a neglected sector, grabbed City of London attention with the takeover saga that resulted in the acquisition of Wedgwood by Waterford, the Irish crystal glass company, and Staffordshire Potteries by the aggressive fast-growth Colnall wall coverings operation. But how significant are the changes and what are the prospects?

Few industries have suffered so much from recession, undergone such a dramatic change in work practices and markets, and yet demonstrate so much confidence in their future.

A new employers' and trade association, the British Ceramic Confederation, has been launched amid great publicity to proclaim the common interests of an industry that claims a turnover of more than £1.5bn a year, and 70,000 workers throughout the UK making everything from cups and saucers to bricks and bathroom suites.

Recession has forced, what to the outsider, might appear a number of disparate sectors to find a common cause. It is true that all manufacturers, whether producing a household brick or fashioning a figurine, use similar basic raw materials of clay and minerals. They incur heavy energy costs to dry and fire the product. They operate in a broadly common international trading environment.

But the extent to which they refine and decorate the finished article, the value added, will define the market sector in which they operate and the extent of competition.

Overall, as Mr Kevin Farrell, director of the Ceramic Confederation, points out, his members since 1979 have shed around 30 per cent of both capacity and jobs.

But the picture varies. Companies producing red-clay products, such as bricks, pipes and clay tiles, tend to be located near quarries throughout the UK and have seen the workforce halved to around 20,000.

Investment to improve quality and productivity has been undertaken, but demand for products is very much a function of activity levels within the building and contracting industries.

Stoke, in the north Midlands, and the surrounding potteries in Staffordshire, remain the focus for white-based products such as tableware, sanitaryware and glazed tiles. The concentration of the industry upon one area made the shakeout more painful as employment slumped from 65,000 to less than 40,000 in the three years to 1982.

The table and giftware sectors, traditionally exporting more than half their output, were particularly hard-hit by the rise in the value of sterling. Mr Farrell says: "With the pound up to nearly 2.40 against the US dollar it was almost impossible to survive."

But the closures, rationalisation and changes forced by such pressures had made companies more responsive to the market-place and the customer. "It is not just a question of competing on price but also on specification design and quality", Mr Farrell argues.

Sir Richard Bailey, chairman of



Making industry more attractive is all a question of pull.

Industry Year 1986 began against decades of negative industrial attitudes.

"Britain is a curious paradox of an industrialised country with an anti-industrial culture," summed up Alistair Burt, MP, in a parliamentary debate on 26th November.

Yet he also had some cheering news about the success of Industry Year in his region, the north-west.

With the major thrust of Industry Year to strengthen links between industry and education, 270 secondary schools (50 per cent of the north-west total) are now linked with local companies. It is double the figure for 1985.

All over the UK similar effort has been made, with companies galvanised into action to change attitudes. Among them, Esso.

We've made and distributed, for instance, technology films and videos for schools - and issued 7,000 secondary schools with a series of wall charts for the DTT-backed Physics Plus project.

We continually visit schools ourselves, encouraging return visits to our plants and terminals.

We have also helped teachers to gain industrial experience through the Understanding British Industry Secondment Programme - and we are in the forefront of sixth-form Work Shadowing, with over 50 Esso executives participating.

British companies have combined in a remarkable national campaign this year. We hope it is the start of making British industry magnetic once again.



Quality at work for Britain.

Times Monday December 29 1986

South Africa faces plans for island

provincial... Rio de Janeiro... 8%

India-Pakistan... 8%

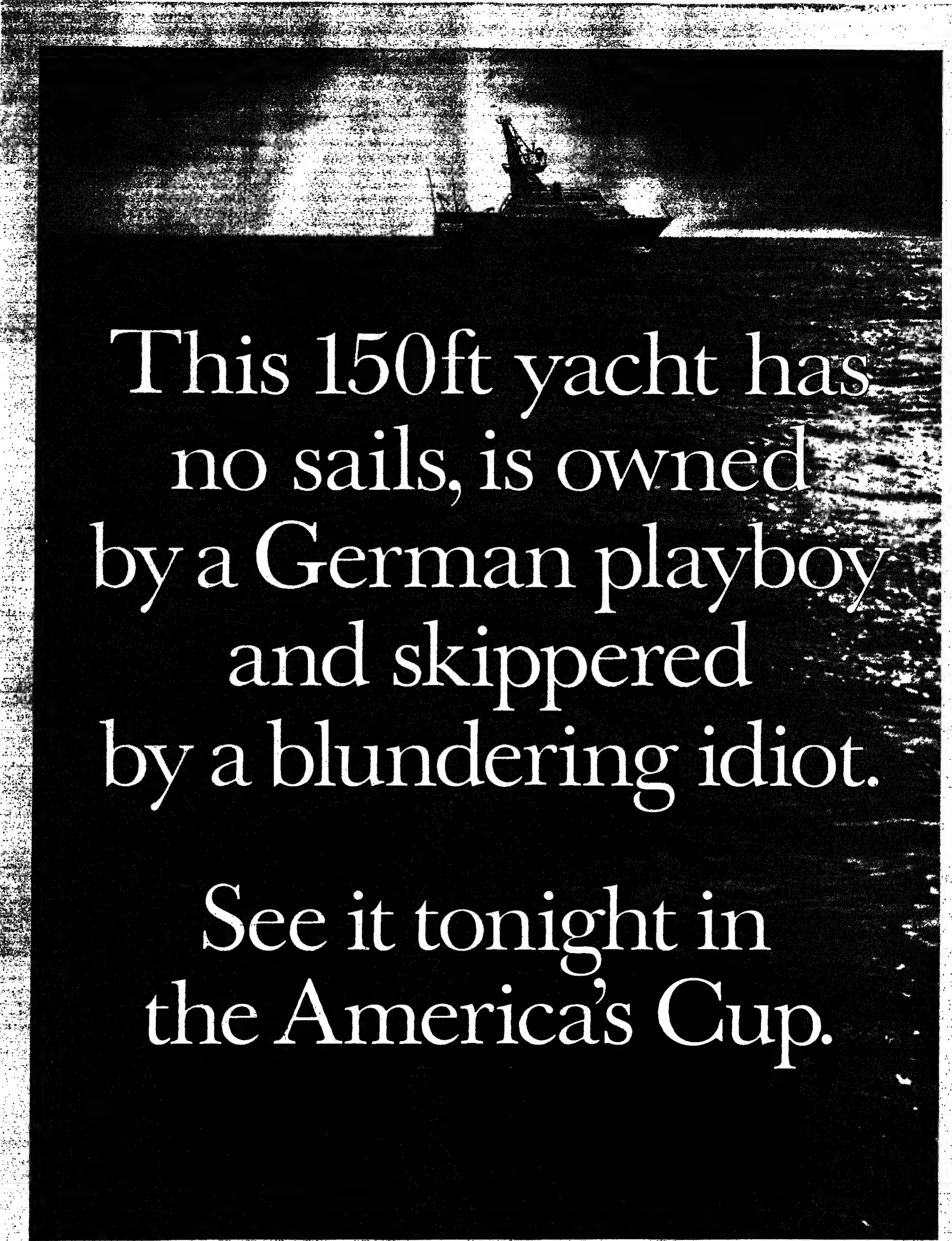
US trade... 8%

Argentina... 8%

Soviet... 8%

Swiss... 8%

FINANCIAL TIMES



This 150ft yacht has no sails, is owned by a German playboy and skippered by a blundering idiot.

See it tonight in the America's Cup.

Tonight at 9.25, while you're watching 'The Challenge,' you'll see the new Audi 80 literally launched from this yacht. Rather less appropriately, the commercial, an epic 2 1/4 minutes long, will also appear at 9.25 on Channel 4 during the movie 'New York, New York.'



Vorsprung durch Technik.

Financial Times Monday December 29 1986
Perrich's SHOES
Weyley Market NOTTINGHAM
THE FIRST GEORGIAN MALT WHISKY
The first British malt known to drink with was George IV, said to be "nothing else" but The Queen Today, Scotland's first malt whisky is also first in London.

LENDING RATES

3 month	11	4 month	11
6 month	11	12 month	11
1 year	11	2 year	11
3 year	11	4 year	11
5 year	11	10 year	11
15 year	11	20 year	11
25 year	11	30 year	11
35 year	11	40 year	11
45 year	11	50 year	11
55 year	11	60 year	11
65 year	11	70 year	11
75 year	11	80 year	11
85 year	11	90 year	11
95 year	11	100 year	11

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BUSINESS NEWSPAPER
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ing in ISTANBUL?
mentary copies of the Financial
r now available to guests staying
following hotels in Istanbul:
AN - HILTON - SHERATON

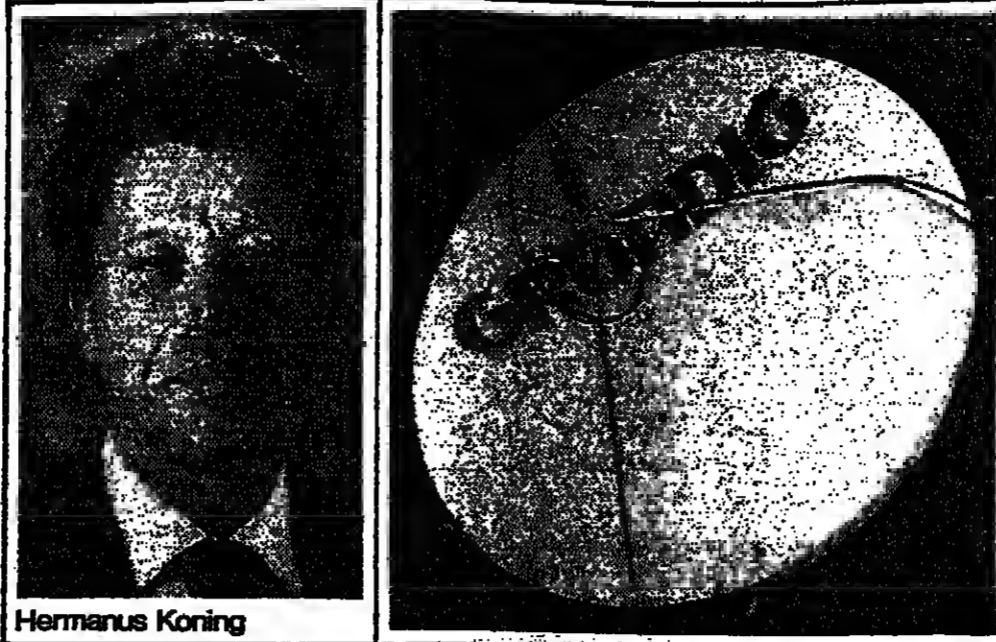
RESERVE PORT
TO THE ENGLISH

6 MANAGEMENT

HERMANUS KONING was a man in a hurry when he came to Grundig as the new chief executive in the spring of 1984. He had to turn round the ailing West German electronics company after Japanese competition and its own inflexible management style had led to its near collapse.

The pain of recreating a culture

BY ANDREW FISHER



Hermanus Koning

For years, people at Grundig had deferred to the autocratic Max Grundig, who had built it up over nearly 40 years into one of the best known of all German companies. The often dismissive way in which he treated top managers and their ideas meant that Grundig had no real culture.

The shock state of Grundig when Koning arrived just over two and a half years ago required speedy treatment and a drastic change of management culture. A long-time manager at Philips, the Dutch concern which now owns 51.5 per cent of Grundig, he installed systematic planning, cost control and budgeting systems that were a far cry from anything that existed before in the north Bavarian-based company.

Along the way, several hundred thousand jobs have gone in and outside Germany. But Koning has not marched in as an axe wielder, carving up the company and stripping costs cutting above all else. He has kept up investment in new production methods and products and worked closely with German unions to alleviate the impact of employment cuts.

As a result of these steps, turnover per employee has risen by 50 per cent in the past three years. But average revenue per product last year was 3.5 per cent lower than the year before, reflecting tougher competition, especially from Asia. Last year, reorganisation costs, including for capacity cuts, totalled DM 220m.

What made the rationalisation necessary was the heavy losses that resulted mainly from low-price Japanese competition in video recorders. Having been sent reeling by the sudden

Asian onslaught, Grundig was unable to pick itself up fast enough. The shock had exposed the inadequacies of its inflexible management style and of the strong, patriarchal leadership of Max Grundig.

Koning's approach is far from imperious, though associates say he drives a hard pace, even on the tennis court. His career at Philips, where he also acted as a company doctor at the Dutch group's own German subsidiary before joining Grundig, meant, however, that he had a whole array of professional management experience to bring to his new job.

Today, Grundig is emerging into profit again. But the last few years have clearly been painful for the once-proud company which typified the small radio shop in Firth near Nuremberg, was not one which could be readily applied in times of difficulty. Grundig is not the only company which has found it hard to adjust to a harsher environment after years of growth and prosperity.

"It was a totally different type of management," notes Koning. "Despite Grundig's chronic state, the change of thinking required was not always easy to achieve. The televisions, video recorders and other products that it produced were of high quality. But too many lax practices had grown up, especially in the

areas of production and supply costs. "It could only happen with somebody who said, 'It's all my own money,'" adds Koning, referring to the Max Grundig regime, in which other managers hardly got a look-in and top executives were regularly fired, so that the growth of strong top and middle management layers was inhibited. "As a professional manager, you can't have that."

For instance, he points out, Grundig was making far too many types of colour TVs and had more than 500 different models in stock in 1983, including some that were produced five or more years ago and were no longer made.

Grundig's warehouses, moreover, were stuffed with over 200,000 video recorders of the V2000 type, which Philips also produced. It was the Japanese invasion of the European video market that nearly did for Grundig. The VHS system offered by Japanese makers was not only cheaper, it also had a much wider range of cassettes that could be watched at home.

So notwithstanding the technical advantages of the V2000, the market virtually disappeared. Grundig eventually got rid of its remaining V2000s at low prices. This actually proved less hard than expected because they appealed to some discerning customers.

Since Koning came to Grundig, he has cut the number of model types by half. Most of the reductions have been in colour TVs, where Grundig remains the market leader in Germany with a share of around 20 per cent.

He emphasises that one favourable aspect he found when he came to the Grundig headquarters at Firth was the fact that product quality had not suffered among all the traumas. "I found a lot of good things," he says, others being the product development side and the sales organisation.

"It's impossible to improve on a situation which is bad on all sides." Thus he did not regard Grundig as a total case, seeing it as a company that needed to be run more systematically. "We have realised nearly DM 400m of cost savings," he adds.

Some of the most obvious savings show through in the latest annual report for the year to March 31 1986. Stocks were reduced by a further 30 per cent to around DM 500m (£195m), representing 10 per cent of sales against 28 per cent in 1984-85. They were not far short of DM 1bn two years before.

Much of Koning's work has gone into tightening up what happens before the production stage, namely in the supply of materials and the speed at which they reach the factory. Last year, stocks of raw materials and supplies and work-in-progress were cut by 14 per cent.

On the financial side, the improvements have also been dramatic. Whereas Grundig was still labouring under net financial liabilities of DM 372m in 1984-85, last year it had net financial assets of DM 54m. Its losses fell sharply to DM 49m from DM 186m, thus beating Koning's own earlier forecast. In the year before Koning

took over, losses totalled nearly DM 200m. For the current year, he expects a profit of at least DM 90m, and hopes Grundig can progress to around DM 200m by 1988-89. That would represent a return of 20 per cent on the DM 1.2bn invested in the company since he took over.

At one time, it looked as if Grundig's fortunes might be linked to those of state-owned Thomson Brandt of France. Four years ago, the French company agreed to buy from Max Grundig the 75.5 per cent of his group not owned by Philips. But the German cartel office scuppered this deal.

Even though Max Grundig had been willing to sell Thomson, he did not give up control lightly to Philips. He now concentrates on hotel interests and keeps away from the company he founded. So Philips, with German cartel office approval, now owns 51.5 per cent of Grundig, German and Swiss banks nearly 20 per cent, and the Grundig family a family foundation, 49.5 per cent.

Koning has kept most of the original Grundig management, bringing in only four other Philips people. Three, including finance director Pieter de Jong, promoted from his auditing job at German Philips, are on the board with him. These days, Grundig's managers have to provide much more regular information for budgeting and planning, keep a close eye on stocks and material flows, and be ready to switch course if the market goes against them.

Now that Grundig is just the worst, Koning is pondering the direction it should go in the future. With the help of consultants like McKinsey, which he also used to help chart a

recovery course in 1984, he is trying to work out market sectors where Grundig is most likely to prosper.

He believes in listening to the views of outside experts, though their recommendations may not always be taken up. Apart from improved colour TVs and videos, both markets where growth prospects are becoming more limited, he sees possibilities in the development of receivers for cable and satellite transmission. Long involved in industrial and office electronics — Grundig makes computer controls for machinery, dictation machines, and measuring and testing equipment — the company is now expanding its thrust in these sectors, which Max Grundig tended to rank behind the entertainment side.

Koning is setting up a small research team to look beyond immediate product development. The life span of products in the industrial and professional electronics sector, which makes up some 8 per cent of turnover, is going down fast, he notes. "Five years ago, we had a lifetime of three to five years. Now it's down to two or three years."

With total capital spending of around DM 300m earmarked for the next two years, Grundig is steaming ahead with plans to further automate production as much as possible. Productivity at the TV plant in Nuremberg has more than tripled in the past few years. Around 1,000 of Grundig's staff are employed ahead with the group spent nearly DM 100m on new products and manufacturing techniques.

To combat over-capacity and Japanese competition, Grundig agreed in 1985 a co-operation deal with Blaupunkt, controlled by Robert Bosch. Grundig will produce colour TVs for Blaupunkt, thus using surplus capacity, while the latter will make car radios for Grundig. The aim is for Grundig to step up TV output sharply in its existing plants, both boosting sales and lowering unit costs. Under the co-operation deal, Blaupunkt has an option up to 1989 to buy 20 per cent of Grundig. The longer they wait, the more expensive it will be," says Koning with a hearty laugh. But as Grundig moves deeper into the black, the question of ownership is likely to become of increasing importance.

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Philips would be allowed to lift its stake, but not to over 50 per cent, under the German cartel approval of its present stake. Will it be raised? "It's quite an interesting puzzle to solve," he says, adding that it will probably stay where it is for the moment.

Management abstracts

Media evaluation. K. Bertrand and others in Business Marketing (US), August 86 (16) pages

A series of five articles: (1) discovers greater control being exercised by company marketing personnel over decisions to advertise in particular business publications—this at the expense of agencies; illustrates Rockwell International Semi-conductors Division's media chart for evaluating publications; (2) provides guidelines for arbitrating between claims made for different publications; considers concepts such as readership, readership, and target audiences; remarks on shortcuts taken by media planners, eg. relying on self-serving promotional materials from the publishers; recommends award-winning magazines for serious consideration; (3) offers questions to ask of publishers, eg. "who reads the publication?" "is the publication audited?"; (4) outlines the shared responsibilities between ad management and agency at SM; and (5) advises on how to read a publication's circulation audit.

Competition and the product life cycle. S. Onkvisit and J. J. Shaw in Business Horizons (US), July/August 1986 (11) pages

Focuses up to the charge that the product life cycle is a variable whose behaviour depends on the marketing mix (with a decline, being sure to decline still further); restates the product life cycle theory and shows how it can stand up to competitive pressures by outlining general strategies of imitation, defence, expansion, transition and new technology adoption—which are consistent with particular life cycle stages.

Dealer involvement in direct marketing. D. L. Kastiel in Business Marketing (US), August 1986 (4) pages

Points to the advantages of using distributors to undertake their own mailing campaigns, suggesting that a large, national organisation can sometimes lack the appeal of a local contact; notes examples, eg. Geico, a "huge" leasing company. Looks at questions raised by this method, such as who pays and who is in control; sees dealer-directed programmes as a growth area for direct marketing.

These abstracts are condensed from the abstracted sources published by Anbar Management Publications. Unabridged copies of original articles may be obtained at a cost of £25 each (including VAT and p & p; each with order). Write to Anbar, PO Box 23, Wembley HA9 8DU.

Company Notices

NOTICE TO HOLDERS OF EUROPEAN DEPOSITORY RECEIPTS (EDRs) IN AJINOMOTO CO., INC. Further to our notice of September 22, 1986 EDR holders are informed that Ajinomoto has paid a dividend of 100 yen per share...

Crédit National FF 500,000,000 Guaranteed Floating Rate Notes due 1991. In accordance with the terms and conditions of the Notes, notice is hereby given that for the initial interest period from December 23, 1986 to March 23, 1987 the Notes will carry an interest rate of 3 3/4% per annum.

NOTICE TO HOLDERS OF BEARER DEPOSITORY RECEIPTS (BDRs) IN HITACHI, LIMITED. BDR holders are informed that Hitachi Limited has paid a dividend to holders of BDRs of 100 yen per share...

SOCIÉTÉ D'HABITATION DU QUÉBEC (CANADA) NOTICE TO THE HOLDERS OF 15.75% BONDS, DUE JANUARY 15 1988. Notice is hereby given that pursuant to the terms of the 15.75% Bonds, \$8,000,000 principal amount of 15.75% Bonds has been drawn for by the undersigned fiscal agent for redemption...

NOTICE TO HOLDERS OF EUROPEAN DEPOSITORY RECEIPTS (EDRs) IN MAKITA ELECTRIC WORKS LTD. Further to our notice of 11 August 1986 EDR holders are informed that Makita Electric Works Ltd. has paid a dividend to holders of EDRs of 20 yen per share...

NOTICE OF REDEMPTION AND PREPAYMENT CITY OF COPENHAGEN UA 15,000,000 12 1/2% 1992/1992 Bonds. On December 15, 1986 Bonds for the amount of UA 1,675,000 have been drawn in the redemption of the above-mentioned bonds...

BRASILVEST S.A. SOCIEDADE DE INVESTIMENTO. As from December 23, 1986, holders of 10% of the shares of the company are entitled to receive a dividend of 10% of the net profit of the company for the year ended December 31, 1986...

ANGLIA £150,000,000 Floating Rate Notes 1996. In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three months period 23rd December, 1986 to 23rd March, 1987 has been fixed at 11.455 per cent per annum. Coupons No.2 will therefore be payable on 23rd March, 1987 at £2,824.52 per coupon from Notes of £50,000 nominal and £141.23 per coupon from Notes of £5,000 nominal.

Contracts and Tenders

SYRIAN ARAB REPUBLIC PUBLIC ESTABLISHMENT OF ELECTRICITY FINANCIAL DIRECTORATE—EXTERNAL CONTRACTS SECTION. No. 3894/F Date: 29/11/1986. Extension of the closing date of Tender No. 1608. Following our advertisement of the call of tender 1608 for Jandar Thermal Power Station using coke fuel 2 x 60 MW units mentioned in the daily official bulletin No. 5377 dated 22.6.1986.

BRAZILIAN INVESTMENTS S.A. SOCIEDADE DE INVESTIMENTO—CAPITAL ESTRANGEIRO. International Depository Receipts issued by MORGAN GUARANTY TRUST COMPANY OF NEW YORK. Interim dividend of US\$8.85 net per 100 of the first series and US\$8.30 net per 100 of the second series, in respect of the period ended 30th September 1986, will be payable on or after 23rd December 1986...

Classified Advertisement Rates from January 1st 1987. Per Line (min. 3 lines) Per Single Column (min 3 cms) Per Line (min. 3 lines) Per Single Column (min 3 cms). Appointments & Industrial 12.50 43.00. Commercial & Industrial 12.00 41.00. Residential Property 9.50 32.00. Business Opportunities 12.00 41.00. Investment Opportunities 13.00 44.00. Businesses for Sale/Wanted 12.00 41.00. Personal 2.50 8.00. Motor Cars, Travel 12.00 41.00. Books/Pages 22.00. Panel 30.00. Premium positions available. All prices exclude VAT @ 5% per single column or extra (min. 30 cms).

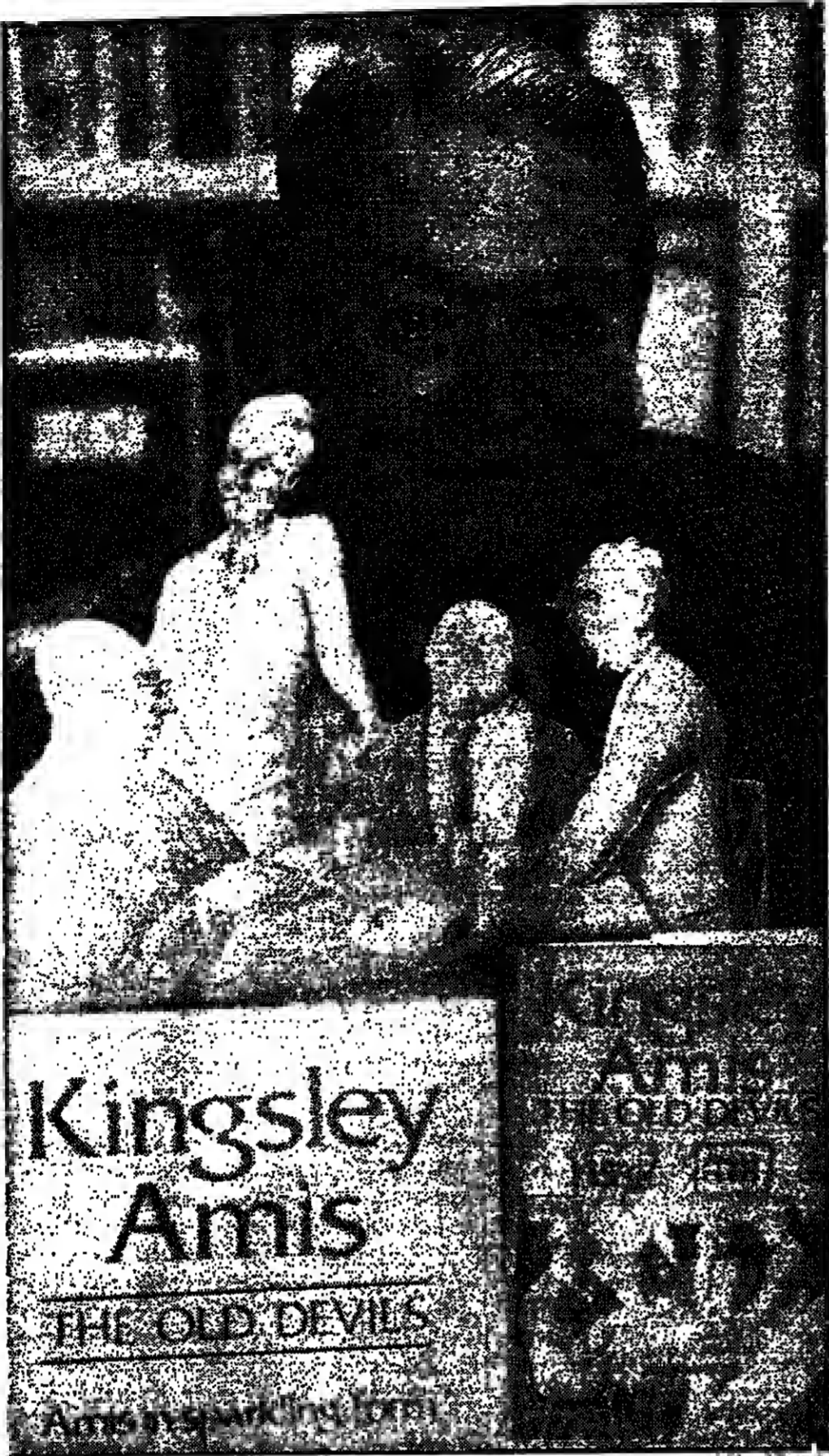
FINANCIAL TIMES SURVEY The Financial Times proposes to publish a Private Health Care Survey on January 21 1987. The following subjects will be covered: 1. Introduction, 2. Investment into New Hospitals, 3. Cost Containment, 4. NHS—Private Sector Links, 5. The Provident Associations, 6. Occupational Health, 7. The Aged, 8. The Voluntary Sector, 9. Specialist Treatment, 10. Alternative Medical Treatments, 11. Party Attitudes, 12. The US. All editorial comment should be addressed to the Surveys Editor. A full editorial synopsis and information about advertising can be obtained from Stephen Dunbar-Johnson, Telephone 01-42 6000 Ext 4145, or your usual Financial Times representative. EUROPE'S BUSINESS NEWSPAPER

INTERVIEW

The old devil

Novelist Kingsley Amis enjoys getting up people's noses.

Here he talks to Tony Jackson



KINGSLEY AMIS is in one sense a hard man to interview. In the 30 and more years since the appearance of his first novel Lucky Jim, he has undergone the process hundreds of times. There's nothing like it for finding out which are the good and bad interviewers. The good ones," he adds warningly, "are the ones who listen."

Of course, if you've read several of an author's books you can start to make deductions — there's a lot about women in Amis, and not a lot about homosexuals, it's a fair bet the chap's

be a Philistine? "Yes—and that shocks and offends people too, or at least I hope so." He mimics a conversation. Interviewer — "what do you think of Ezra Pound?" Amis — "worthless, interviewer—surely not totally worthless?" Amis — "what makes any given page of Pound worthless makes him all worthless. It sounds Philistine to say 'modernistic crap', and I could take you through it slowly showing how."

attempt by the left to draw us away from America, into a Finlandised Europe. Anyone who writes an article starting 'the two superpowers' is suspect in my view—as if the two were equivalent." He has not, he says, belonged to any political party, since a brief time in the Communist Party in 1941. "Quite interesting that was quite instructive. I had our men on the committees of all the political clubs in Oxford. If somebody says 'there are Communist Party

Schizophrenia and the Scottish

JOHN LLOYD

IT BECOMES no easier to keep the Kingdom United. Most obviously, in Northern Ireland the majority is as far as ever from accepting an Anglo-Irish agreement which has little more to its credit than a rise in terrorism. But less noticed is Scotland, where the approach of a general election has stimulated a renewed focus on the ever-open question of the Scots' political identity.

rest of the Mirror Group of which it is part. The Scotsman under Mr Chris Baur and the Glasgow Herald under Mr Arnold Kemp are strongly and committedly devolutionist and even sympathetic to nationalism; they are also the daily newspapers outside London which maintain high intellectual and journalistic standards and which can thus mobilise and refresh in a distinct political culture. Both Scottish Television and BBC Scotland are energetically "pro-Scottish".

Advertisement for DBS BANK, THE DEVELOPMENT BANK OF SINGAPORE LTD. U.S.\$100,000,000. 4 per cent. Subordinated Convertible Bonds Due 2001. Issue Price 100%. Includes a list of member banks and financial institutions.

members here and there in the leadership of the SDP, the party or group that wants to abolish state education, introduce right-wing censorship or lock up Jews. And there's no foreign power to work for. Turkey? Chile? I don't expect they've many men in the Tory Party, though the Russians have men in the Labour Party.

PERSONAL FILE. 1927 Born Clapham, South London; educated City of London School, St John's College, Oxford. 1949-1963 University lecturer in English (Swansea, Cambridge). Selected novels: Lucky Jim (1954), That Uncertain Feeling (1955), Take a Girl Like You (1960), I Want It Now (1968), Girl, 20 (1971), Jake's Thing (1976), Stanley and the Women (1984), The Old Devils (1986).

A legal winter's tale



AT THIS time of year there is a considerable amount of personal enrichment, both in the presumed spiritual uplift of the religious holiday and in the reciprocated gift-making that reflects the pagan aspect of the festivities.

required to make restitution to the other. The English authors compellingly argue that a close study of the English case law now reveals a highly developed and reasonably systematic complex of rules for restitution.

THE RAT RACE. BEFORE YOU GO MISS FANSHAWE... HAVE YOU SHREDED ALL THE CHRISTMAS CARDS? Includes an illustration of a rat and a woman.

Ballet in 1986/Clement Crisp

The Bolshoy returns in splendour

It was the Bolshoy's year. After more than a decade, Moscow's Prins returned in triumph...



Lyudmila Semenyaka, who made her London debut in 1986

It was Lyudmila Semenyaka's year, marking her London debut, showing us the dance as it is given to few artists to be able to reveal it...



Natalya Makarova

and it was the year when I saw the perfect Carabosse with Yuri Vetrov's performance during the Bolshoy's Vienna season...

cramped on Sadler's Wells stage, showed strong dancers and a company bright with promise for the future...

The Edinburgh Festival provided a couple of challenges: the Lyon Opera Ballet assaulted Prokofiev's Cinderella in a light-hearted version...

Among our own companies, Ballet Rambert celebrated its 60th birthday with a Sadler's Wells season which found the company looking alert, energetic and dancing to us...

Splink's Rosendorfer Welles, a glass on The Firebird which looked like surreal kumiting...

London Festival Ballet, cheated of the Russian tour by Cherebin, nevertheless kept a high profile, staging Roland Petit's Carmen...

Performance of the year, and tribute to the galvanizing effect of a super-star, was Natalya Makarova's single appearance as Tatiana in Onegin...



Madame Wu Suqin who appeared during the Peking Opera season at Sadler's Wells

Madame Wu Suqin who appeared during the Peking Opera season at Sadler's Wells...

best news was that the Digital Equipment Company, with splendid generosity, came to the rescue of Sadler's Wells Theatre...

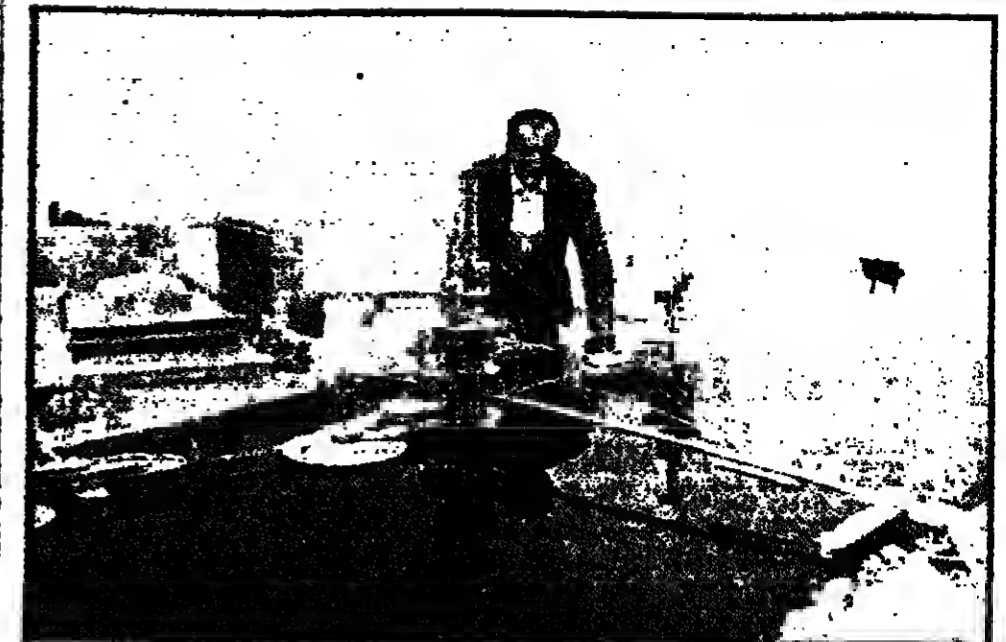
The Royal Ballet at Covent Garden acquired a new director in Anthony Dowell at the start of this season...

Symphonic Variations was at last restored to the Opera House repertoire, and was La Valse in Abtorn's version...

It was a year in which standard dancing was both a delight and a chief cause for concern. The Bolshoy's example was there for our local ensembles to contemplate...

It was a year generally dim in its choreographic novelties. It was, also, a year all too like its predecessors of late, in seeing the things that were accepted and performed...

For our national ballet the year was one of mixed and frequently unhappy fortunes. The



Architect Richard Rogers made his mark this year

Architecture in 1986/Colin Amery

Spotlight on Lloyd's

The year began much as it has ended with the inner cities and their problems being discussed at length at all levels...

In Hong Kong the Governor opened the headquarters of the Hong Kong and Shanghai Banking Corporation...

Important new museums opened in Merida in Spain, Cologne and Los Angeles. The Japanese architect Arata Isozaki who is clearly one of the most interesting designers around today...

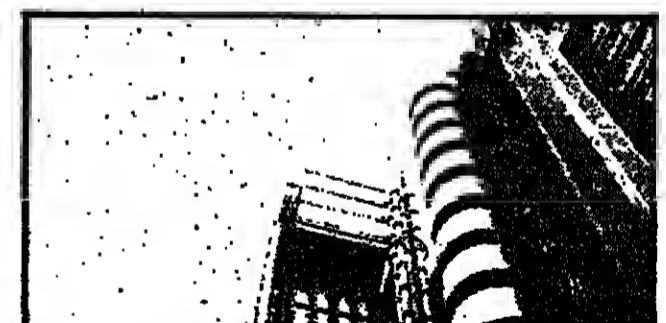
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Penelope Chetwode—died on one of her remarkable explorations of India. She had some refreshing views about the origins of Hindu architecture...

In planning terms, the concerns which continued to occupy ministers were the rampant spread of shopping and leisure centres...

Another less familiar but in his way more important figure died at the end of 1986. Hubert de Cronin Hastings was the joint proprietor and editor of the Architectural Review until 1973...

Three extraordinary and marvellous architectural influences died in 1986. Penelope Chetwode—the widow of John Betjeman and better known as the travellee and writer...



The new Lloyd's building

Arts Guide

December 26-January 1

Music

LONDON Wigmore Hall: King's Consort directed by Robert King. Both and Telmann (Thurs).

NEW YORK Carnegie Hall: New York String Orchestra, Alexander Schneider conducting. Mozart, Haydn, Stravinsky, Wolf, Strauss (Mon), (247 7800).

WASHINGTON Concert Hall: A Night in Old Vienna with Alexander Schneider and Wieslawa Wisniewska chamber music and ball (Wed), Kennedy Center (254 3770).

Exhibitions

ITALY Venice: Palazzo Ducale China in Venice: Chinese Civilisation from the Han Dynasty to Mao Zedong (1978-1979) (247 7800).

NETHERLANDS Larum, Singer Museum. Glass creations by Sylvia Vanhulst. Ends Jan 18.

SPAIN Madrid: Julio Gonzalez (1876-1942). Spanish cubist sculptor considered the first of the 20th century...

WEST GERMANY Tubingen, Kunsthalle Philothenweg 76: Toulouse-Lautrec. A retrospective of 130 paintings and picture studies by Henri de Toulouse-Lautrec (1864-1901).

PARIS Espace: Important exhibitions in Germany, Switzerland and Scandinavia. Paris in turn honours the abstract French artist born in 1904.

WEST GERMANY Tubingen, Kunsthalle Philothenweg 76: Toulouse-Lautrec. A retrospective of 130 paintings and picture studies by Henri de Toulouse-Lautrec (1864-1901).

VIENNA Gold and Power - Spain in the new world. The 500th anniversary of the discovery of the Americas...

NEW YORK Metropolitan Museum: 90 paintings from the end of Van Gogh's life are the focus of this second of a two-part show of the prolific artist at Saint-Remy and Auvers.

TOKYO American Pop Culture Images Today with works of 68 American artists the exhibition also features a live concert, video, junk food corner and other aspects of the American pop culture since much has been grafted on to Japan's youth culture...

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FINANCIAL TIMES. SPAIN'S CHRISTMAS CARDS. A collection of Christmas cards from Spain.

Arts news in brief... In spite of fears of a drop in museum and gallery attendance figures for 1986, the National Gallery looks set to achieve a record 3m visitors for the second year running. The 1987 programme will include Glen Tetley's ballet Alice, George Balanchine's Serenade, and another short work to be announced.

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The prospects for arms talks

INTERNATIONAL developments during the last few months of 1986 have led to greater tension, rather than the hoped-for improvement in East-West relations. Yet there are indications that prospects for 1987 are significantly better than the bare record of events since October might suggest. Temporary setbacks though undoubtedly, the Reykjavik summit may well have set the US-Soviet nuclear arms control negotiations on a more realistic and productive course after the brief and heady dreams of a nuclear-free world.

Both President Reagan and Mr Gorbachev know that short of war or a dangerous state of permanent tension, a modus vivendi has to be found between the US and the Soviet Union and that an arms control agreement must form the crux of any arrangement. It would be astonishing indeed if, during the last two years of his presidency, Mr Reagan did not try to achieve something which would assure him an honoured place in history and help to wipe out the stain on his reputation of the Iran arms sales affair.

For Mr Gorbachev, the imperative to reach an arms control agreement with the US is somewhat different, but at least as strong. The Soviet leader has made nuclear disarmament into one of the main pillars of his foreign policy and therefore badly requires a success in this field to bolster his position in the Communist Party and hierarchy. At least equally important is his need to divert resources from arms production to the modernisation of the economy, another of the Gorbachev priorities.

Stumbling block

Though the Geneva nuclear arms control negotiations have remained stalled in the aftermath of the Reykjavik summit, no doors have been slammed by either the US or the Soviet Union. One of the main stumbling blocks—Washington's refusal to accede to Moscow's demand that any agreement must include the abandonment of President Reagan's space-based defensive system (SDI), has not prevented Mr Gorbachev from making gestures

aimed at improving the general East-West climate. The Nato allies have always maintained that arms control negotiations can be successful only if they take place in an overall context of better East-West relations and that this must include, as a priority, an improvement in the human rights performance of the communist bloc. This has been a constant theme not only at the various European security and co-operation follow-up conferences, but also at Nato ministerial meetings, such as the one in Brussels earlier this month.

Whatever domestic reasons Mr Gorbachev may have had for adopting a more liberal policy towards Soviet dissidents, such as Dr Andrei Sakharov, West is especially sensitive to the international implications of such a move. Inadequate and limited as the recent Soviet measures are, they at least appear to indicate that the West's message on the link between arms control negotiations and humanitarian questions is being taken on board in Moscow.

European allies

If that is indeed the case, it suggests that Mr Gorbachev has not been permanently discouraged by his Reykjavik experience and feels that it is still worth trying to reach an arms control agreement with the US while President Reagan is at the helm. The Soviet leader may well consider that an outgoing US President, intent on burrowing his image, would be imbued with a greater sense of urgency than his successor, who would take some time to find his feet.

As a result of the complaints by the European allies that Mr Reagan did not take their interests sufficiently into account in Iceland, the Nato arms control negotiating stance has been clarified and refined to an unprecedented degree. That is a factor which should prevent unwarranted illusions about what could be achieved at another summit, such as the one that prevailed at the Reagan-Gorbachev meeting in Reykjavik. But a greater sense of what is possible might lead to better practical results in 1987 than in 1986.

Laws for the music industry

THE BEST starting point in any trade dispute is to back the side which offers consumers what they want. That is why the Japanese appear to have the best of the arguments in what could turn out to be a bitter wrangle with their western trading partners over a new music medium, known as digital audio tape.

The system, developed by the Japanese, offers the same high quality sound as compact discs in smaller and hence more convenient packages. Its crucial advance will be to allow consumers to record music with almost no loss of quality. Compact discs, by contrast, can only play, not record music. The Japanese have been ready to launch the new tape system for some time but they have been held back in part by the vigorous campaign waged against it by the music industry in the US and Europe.

Copyright incomes

Western music companies fear the perfect copying abilities of digital audio tape will result in an explosion of taping by consumers at home and hence drain their copyright incomes. They have lobbied both the US Government and the European Commission for legislation to require all digital machines and tapes to have an anti-copying device, known as a spoiler.

There is no dispute about the advance which digital audio tape represents: the music companies acknowledge that it is a technological breakthrough. Neither is disputed an issue: there is no digital audio tape industry in Europe or the US to be undermined by cheap imports. The music industry insists that the new sound system will not damage sales of compact discs, now beginning to take off, because the two can co-exist. Nor is there any real dispute about how consumers would vote, if given the chance. The music industry says that consumers must be protected against their worst instincts, which would be to copy the system for home taping, because their longer term interests would be damaged: this, their best argument, would not do too well with the average consumer.

That is why the Japanese were more convincing at the first top-level meeting between the Japanese electronics industry and the western music companies held in Vancouver earlier this month. They said, correctly, that consumers have

the right to enjoy the latest technology if that improves the quality of the music available to them.

The Japanese were right to reject out of hand the music industry's plea to support the request for spoiler legislation. An anti-copying device introduced indiscriminately into all digital machines and tapes would be the Japanese argued, negate the key advance made by digital audio tape technology.

The problem is that copyright legislation throughout the western world is in a mess. In Japan, home taping is not illegal in other countries such as the UK and Australia, home taping is against the law, but it is a law more honoured in the breach than in the observance.

A third group of countries, which includes West Germany and France, has recently introduced a levy on blank tapes, the proceeds of which are supposed to flow back to copyright holders.

That points to the need for an agreement among the countries representing the major markets on a legal framework which would both minimise the universal practice of home taping and protect the reasonable interests of copyright holders. It would cover both analogue and digital sound systems and hence would not be restricted to the new digital audio tape system.

The European Commission, which has been considering these problems for a very long time, is now talking of issuing a green paper on copyright issues early in the New Year.

Two classes

One compromise solution now being canvassed is to have two classes of tapes and discs. One would be more expensive because it would be encoded so as to allow copying; the other would be cheaper because it would not be copyable. The idea has several advantages, including allowing consumers to choose whether they want to copy or not, and making it easier to pay royalties from copying to the exact copyright holders. Only further debate will determine whether it is a workable compromise. But legislators in the US and Europe probably have a good year before digital audio tape machines reach their shores in any great numbers. If they more quickly they may have the chance to get the appropriate framework in place for a new technology before, not after, the event.

WHEN THE man comes to write it down in the history book, I think he will tell us that 1986 was an important year; not just because a lot of things happened, but because a lot of things happened that were important turning-points in important sectors of the world scene. Some years are positively dull: in 1976, for example, did anything happen at all—apart from the election of Jimmy Carter to the US Presidency and the death of my daughter (and only the second of these was in the least significant)? By contrast, 1986 was a vintage year for a succession of mega-events that was fast and furious, and which contained a remarkable number that fall as I say, into the Turning-Points category and this is not, I hope, just an illusion attributable to the fact that 1986 is not yet quite in its stride.

In my Critic's Choice for 1986, I should like to nominate seven Turning-points; but first a word about a number of candidates which failed to reach the short list. The year ended as it began, with a blazing political controversy in Britain over defence procurement, but I think it is doubtful whether either row will leave a lasting mark. In the case of the Westland helicopter company, Mrs Thatcher was able to blast for the European consortium, and to hand the company over to Sikorsky.

With hindsight, it is hard to know why she cared so much about a preference which cost her two Cabinet Ministers, when she was not prepared to take that extra step which might have made it all seem cost-effective; but since the Ministry of Defence has not placed an order for Sikorsky Black Hawk helicopters, Westland's underlying problems remain much as they were before.

At the same time, however, the Westland crisis does not seem to have had a terminal effect on British defence collaboration with Europe. In other words, a political battle which had the rest of Europe transfixed with amazement, turns out not to have had any serious significance—except for the political careers of Michael Heseltine and Lord Brittan, and the reputations of some civil servants, including the Prime Minister's press secretary, Mr Bernard Ingham.

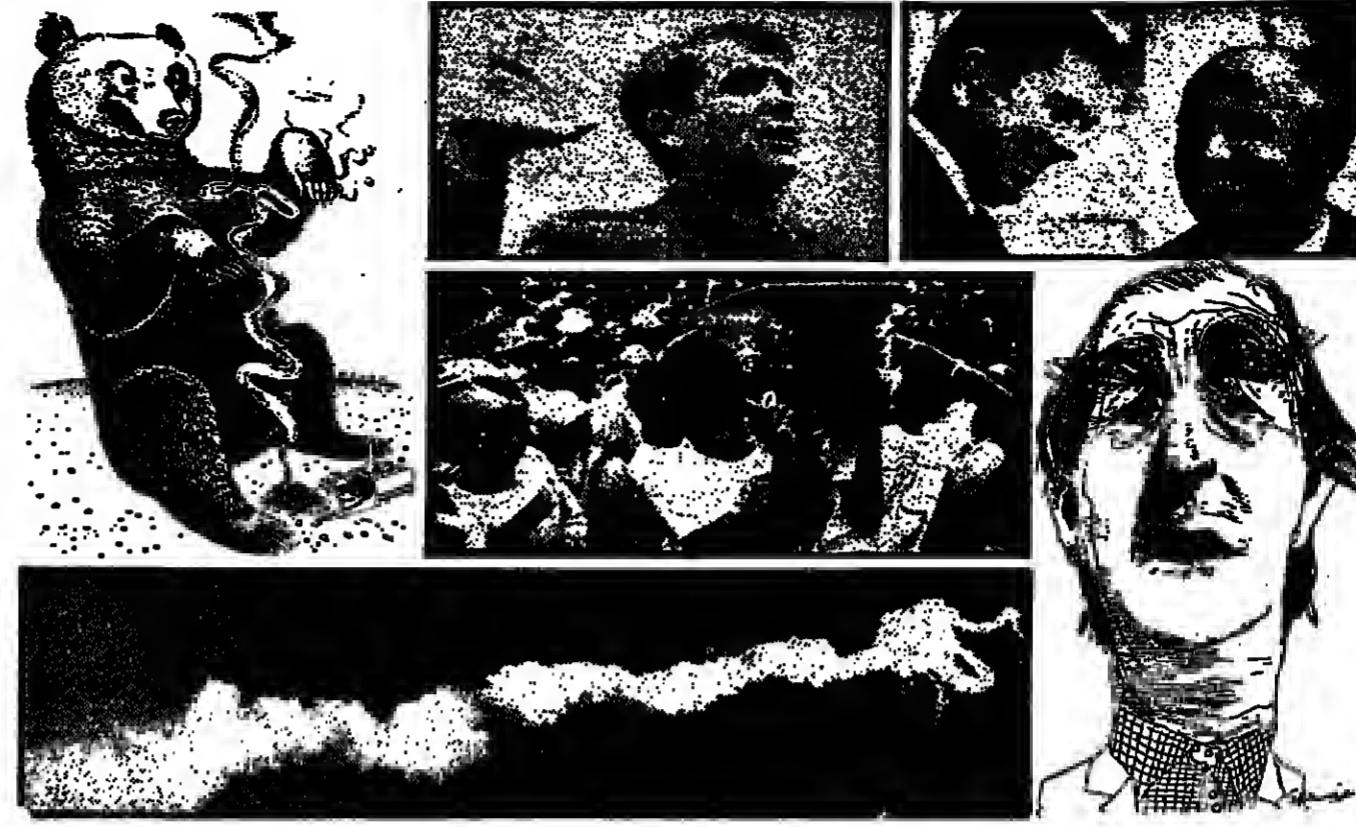
The uproar over the choice between the Nimrod and the Boeing early warning radar aircraft looks even less likely to have long-term importance, despite the protests from a large number of Tory MPs that the Government should buy British; unless, of course, you believe that the main effect of the Westland crisis was to persuade Mrs Thatcher to forward to put a poitlice on her reflexive temptation to interfere in everything and anything, and on this occasion to immise the decision by tying it with the ribbon of national defence.

Also into the category of excessive expectations comes the general election in France. Obviously, the Chirac government's economic programme of liberalisation and privatisation is very different from that of its socialist predecessor, but the political reality is that it is constrained as much by its narrow majority in the National Assembly as by its cohabitation with a socialist President, and that while France may be conservative with a small "c," it is not ultra-right-wing.

More interesting among the

Foreign Affairs: Ian Davidson

Turning points



Non-Turning-Points is the puzzle of the Soviet Union. In January Viktor Grishin, former Moscow party boss, was dropped from the Politburo; in December Dinmukhamed Kunayev was removed as party boss in Kazakhstan, and will doubtless soon disappear from the Politburo; and in between there was as regular a stream of sackings, retirements and transfers as in the first nine months of Mikhail Gorbachev's tenure in the top job.

Yet it remains unclear how far he is getting his own way on domestic policy, or even (in view of the tameness of the proposals at the 27th Party Congress) how far he wants to go. There has been a degree of liberalisation for small businesses, and the head of the state price commission has been removed; yet as late as October Mr Gorbachev was publicly complaining that the conservatives were obstructing his attempts at economic reform.

But perhaps in a country as riddled with bureaucracy and perks as the Soviet Union, it is an error even to think in terms of Turning-Points; perhaps the question, after an ideological and apocalyptic time-war from which they are condemned never to escape.

There were a number of other strong candidates which did not finally make it. The is very different from that of its Australian predecessor, but the political reality is that it is constrained as much by its narrow majority in the National Assembly as by its cohabitation with a socialist President, and that while France may be conservative with a small "c," it is not ultra-right-wing.

More interesting among the

would not go to please Mrs Thatcher. But this was not a turning point; we can be sure that Mrs Thatcher and her friends will continue to believe passionately in the importance of keeping government secrets, except when they are leaked by Mr Bernard Ingham.

There was a brave try from Hans, where the top three leaders in the Politburo resigned simultaneously, apparently because they had given up hope of improving Vietnam's appalling situation; but I am afraid we can't include it, because we do not know if the next lot will do any better. Perhaps the moral is that both sides lost the Vietnam War.

Enough of this: to my list I nominate South Africa, Chernobyl, Challenger, Reykjavik, Irangate, the European farm policy and also my seven Turning-Point stories of 1986.

From one point of view, the South African story did not develop dramatically differently in 1986 compared with 1985, in the sense that there was a fairly steady continuity in terms of violence and state repression, continuing in the latest class down on the press. But from an international perspective, it seems clear that a vast chasm started to crack open in 1986 between South Africa and the western world, and that it will not close again until either the Pretoria Government gives much further to abandon apartheid than it has been willing to do until now, or it is replaced by an entirely different kind of government.

The opening up of the chasm has come in three phases: the cutting off of bank loans; the imposition of economic sanctions by the European Community, by the US and by Commonwealth countries; and most recently the disinvestment by major multinational companies.

In practical terms the most significant action was that of the banks; but in political terms it was that of the governments, because they have now spelled out demands for political reform, which must constitute a minimum benchmark for the future. Whatever the merits of economic sanctions or political demands formulated by foreigners, it seems clear, after the visits of the eminent Persons of the Year, how on earth can we give any credence to Ronald Reagan's Star Wars scheme?

The Chernobyl and Challenger disasters were sensational, not just for reasons of horror, but because of their self-evident repercussions on technology, domestic politics and foreign policy.

The Chernobyl reactor exploded, the worst nuclear accident ever, spreading radiation in a wide swathe around Europe. It was significant on several grounds: it cast new doubt on claims by nuclear power lobbyists everywhere that their industry could be inherently safe; it threw a harsh light on the design, the engineering or the operation of the Soviet nuclear power industry; it posed an awesome test for Mr Gorbachev's new policy of openness, a test which (after a delay of a week) he passed with flying colours; its implications are bound to

add to the problems of Soviet energy policy; and it has added to world-wide anxiety about nuclear weapons.

The Challenger explosion killed only seven people, compared with an indeterminate number yet to come from Chernobyl, yet its implications are in some ways rather similar. Space travel is not, after all, a risk-free routine; the shuttle turns out to be what it looks like—a Heath Robinson contraption; NASA was desperately under-managed; Europe, Japan and China now have great opportunities to grab a bigger share of the space business; and if it is true that the shuttle barely escaped a similar accident on several previous occasions, how on earth can we give any credence to Ronald Reagan's Star Wars scheme?

The Reykjavik summit remains a puzzling vortex of ambiguity. Ostensibly, the two leaders discussed and nearly agreed either the elimination of all ballistic nuclear missiles, or the elimination of all nuclear weapons; ostensibly, this near-agreement was blocked by disagreement over Star Wars.

Yet any fool knows that the two superpowers would not in practice sign such an agreement. The Russians would not leave a monopoly of nuclear weapons in the hands of three adversaries (Britain, France and China). What about the undeclared nuclear powers, Israel, India, Pakistan? How could you verify the elimination of all nuclear weapons? Does anybody seriously imagine that the US Senate would ratify such a deal?

On the other hand, I do not imagine the two men were play-

ing an empty game. So my hunch is that the talk of total nuclear disarmament was a metaphorical negotiation to explore the possibility of a supercal transformation of power relations, starting with an effective renunciation of the nuclear threat. The summit reached an impasse; but if radical politics was the purpose behind the Gorbachev manoeuvre, we should not assume that he will drop the idea. Just because he was turned down once by Ronald Reagan.

By contrast, The Case of the Fifth Amendment is not in the least puzzling—just appalling. We always knew that President Reagan was a bit weak on management; we always knew that his administration was the least co-ordinated, the least disciplined Washington had seen for years; we always knew that it contained some right-wing loonies who passionately believe that the Contras are good guys; we always knew the CIA was addicted to dirty tricks. It turns out that the situation is much worse than we thought.

President Reagan's presidency must now be terminally weakened, because there will be no rapid end to the inquiries: it even begins to look as though the space shuttle will fly again before the Senate gets through investigating every nook and cranny of President Reagan's foreign policies, every aspect of his Administration's procedures, every delinquency of his underlings. But since the problem is Ronald Reagan, it is insoluble.

We can approve of those would-be friends of America and the Atlantic Alliance who call for an early return to normal, because a weakened American presidency is not in the interests of the West, and if the inquiry goes on too long, it may tempt him into alarming populist adventures; we can approve, but we know they are whistling in the wind.

It is a bit of a flyer by including last month's decision of the European farm ministers to cut into milk and beef production. Reform of the farm policy has been talked of since 1983, but in the past what ever the farm ministers have done has had zero effect on the surplus; surprise, surprise! This time may be different, because the balance of opinion has at last turned against the farmers, because the Community's financial crisis is far worse than it has ever been, because the US is making threatening noises, and because the French are now net contributors to the budget. Well, anyway, let's keep our fingers crossed.

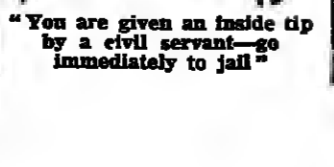
Under starter's orders

Australia's inveterate gamblers may soon be able to combine punts at the raccourses with those at the stock exchange. Plans are being made to foot a well-known thoroughbred training operation headed by Tojo (Tommy) Smith, and there is talk of a second.

The ideas come hard on the heels of another unusual proposal—to set up a market for the trading of interests in thoroughbred stallions. The plan for the Australian Bloodstock Exchange, as it will be known, is thought to be a world-first for Australia, and is said to have attracted considerable interest.

Certainly, it is a sign of how far the Australian thoroughbred industry has come in recent years, thanks many would say, to the drive of men such as Robert Sangster. Other well-known entrepreneurs such as Alan Bond and Robert Holmes & Court are also deeply involved in the highly lucrative racing and bloodstock businesses.

Smith, 67, is one of the most successful trainers in the country. Since news of his plan



"You are given an inside tip by a civil servant—go immediately to jail"

Men and Matters

broke, there have been suggestions that one of his great turf rivals, Bart Cummings, may become involved in a separate flotation.

Merchant bankers, accountants and lawyers are now conducting the necessary feasibility studies in preparation for the underwriting of the Smith float. Official approval is still needed, but his backers hope the new company will come to market next month.

Flow charts

British universities are routinely chastised for refusing to sell their hands with the unpleasant realities of the industrial world. But the Government's award programme aimed at increasing the technology flow between the academic world and industry has this year equally underscored the reluctance of UK companies to become involved with academics.

The £20,000 Industry Year award for technology transfer has gone to a Manchester University unit whose funding has come largely from big overseas-based multinationals—Exxon, Dow and Dupont of the US, BASF and Bayer of West Germany and Elf of France. "There are some UK companies which could have usefully joined the scheme, but I had a great deal of difficulty in recruiting in this country," says Professor Bodo Linnhoff, head of the Centre for Process Integration at Manchester.

Judges rule

Britain's manufacturing base may be shrinking, but the judicial bench is still a growth area for employment opportunities.

The Lord Chancellor's department reveals that 50 new circuit judges, sitting in Crown courts and county courts in England and Wales, have been appointed this year.

It is the highest number in any one year since 1972. The department explains that the flurry of new appointments fulfils the intention of the Lord Chancellor, Lord Hailsham, to increase the circuit bench by 10 per cent.

Nixon's base

As usual, male barristers predominate in the new appointments—they have 41 of the 50 places. The other nine are solicitors—a continuing imbalance that will neither please nor surprise that branch of the legal profession.

A similar reaction can be expected among women lawyers. Only three women—two barristers and one solicitor—are among the new appointments. However, the department says that increases in the workloads of the courts means that additional reinforcements to the ranks of the judges will continue to be needed.

In the language of the race course rather than the courts that means that solicitors and women lawyers still have a chance to nobble the dominance of the male Bar.

Observer

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A few ecus more . . .

LADIES AND GENTLEMEN,

I come before you in the European Parliament at the beginning of my third year in office having just had the honour of being confirmed for another two years. Thank you for your kind words of congratulation, although I could have done without them last month in front of Mrs Thatcher, who all of you offered her were brambles. Our relations are difficult enough without your help.

As it is, I fear I need more commiseration and sympathy. 1987 is going to be a very difficult year for the European Community. I fear it will be a year when the chickens, to use an appropriately agricultural metaphor, come home to roost. Bracing that in mind, I believe the time has come to spell out a few home-truths to all the institutions involved in building this Community, and above all to the member states and their governments.

First we have all got to learn to live with the Single Act. That is not, as some of the wits among you appear to believe, a new cure for AIDS but it should improve your political health. It is rather messy and cumbersome compromise package of reforms of the Treaty of Rome, designed to make decision-making speedier, by having more majority voting, and more democratic, by giving a bigger role to yourselves in the European Parliament.

With the new rules providing for a second reading in the Parliament, the system could end up more cumbersome rather than less: that is your responsibility to insert frivolous amendments, and sort out your own inter-ministerial party politics, not post-poning. It will not help if each institution defends its powers too zealously.

For my part, I confess to having got rather carried away with the awful subject of "comitology"—the committee system which runs so much of day-to-day life in the Community—in order to try to speed up in the way of better area between Commission proposals and Council decisions. For my New Year's resolution, I promise to be less fanatical about a subject which no ordinary person can possibly understand.

Second, I must turn to the budget. We cannot avoid it. Any progress with new policies, new hopes of integration and tighter co-operation, depends upon it.

As I told the heads of government in Downing Street last month, we have all been

cooking the books for years, putting off the evil day when the consequences of spending beyond our limited resources would catch up with us. This year I am convinced it will happen.

I must be honest. I want more money for the Community budget, and I want it to a way that means I do not have to keep running back to the national capitals to ask for a few Ecus more. But I know that if I am going to get anything like a reasonable long-term deal from the major contributors—which means West Germany, Britain and France—I will have to prove I can manage the cash wisely.

At the other end of the spectrum, I have to persuade the Mediterranean countries like Italy, Greece and Spain, that the Community means more than just a common market: they are all clamouring for more money to be spent on social and regional policies.

I am putting forward a package of ideas designed to prevent any member state being driven into a corner too quickly. But those heads of government are all so hot-tempered, they do not exactly help. It includes reform of agriculture, a shake-up of social and regional spending so that the money goes where it is needed, and a bid for more money in the long term.

We have made a start on agriculture. I must admit I am not too sure we are going about it the right way. I think the whole policy should be biased much more in favour of the small farmer, and leave the big boys to fend for themselves. I do not think anyone can be sure that cutting milk quotas, and cutting a few Ecus from intervention prices, will balance supply and demand, improve productivity in agriculture.

I want to have a coherent industrial policy, but I belong to a dirigiste French tradition, and a majority of my Commission are for laissez-faire policies and strict enforcement of the competition rules. So I am always at loggerheads with Peter Sutherland, the Commissioner for competition, which does not look very good to the outside world, and leaves everybody confused about where we

taking us before we have even moved.

Then I am under enormous pressure from France, and my Commissioner, not even the President can ignore his own home state. We can't simply slash farm spending regardless of the social consequences, as the British sometimes seem inclined to do.

This terrible triumvirate—Britain, Germany and France—is playing up to me now and more. They won't let my research programmes through without decimating the cash content. They block perfectly good proposals to get more student exchanges and university links across frontiers for want of a few million Ecus.

They have got to realise that the budget is not the be-all and end-all of Community life. If they want their common market, and more political co-operation from the EEC in the UN and other places, they are going to have to pay something for it.

I have invented some Euro-jargon for that. I call it cohesion.

I know what I want to do this year. I want to get on with developing the European Monetary System and liberalising capital movements. To do that I need to persuade Mrs Thatcher to bring sterling into the exchange rate mechanism. I know she won't do it before a general election, and the other problem is we are barely on speaking terms since we clashed here in Strasbourg last month.

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A WORD OF ADVICE

From Michael Coveney to Sir Peter Hall, National Theatre director, and from Quentin Peel, who drafts a speech for Jacques Delors, president of the European Commission

are going. I will try harder.

We must maintain our common front on external relations, taking a tough attitude on trade with both the US and Japan. American protectionism is a real threat which must be countered with retaliation every time.

The coming year is going to be very difficult for taking the necessary long-range decisions because so many member states have national elections. Let us hope Bonn will be more cooperative once its poll is out of the way this month. Then there are going to be others in Italy and Britain, not to mention Ireland, and culminating in the French presidential election in 1988.

The danger is that no-one will be prepared to take decisions until all those votes are out of the way. If they don't, we will be even more bankrupt than we are already, there will be no new policies to beef up this Community of ours, and my Commission will be in danger of being a lame duck for the rest of its term of office.

Dear Peter,

MOST of your plans for 1987 are already formed, some of them announced, but why should that minor detail deter a critic from telling you what you should be doing and where you are going wrong? Your contract expires on December 31, 1988 and over the next two years you will want to see your successor safely installed and yourself retiring in a blaze of glory. You will then be 58, time still, as you have said, for one more big administrative job.

This has not been one of the National's best years. The Ian McKellen and Edward Petherbridge company was disbanded in May after visiting Chicago, the audience figures dipped in the summer and there was that malicious campaign against both you and Trevor Nunn of the Royal Shakespeare Company over private fortunes allegedly amassed in the exercise of public duty.

The vaguely autonomous company system you initiated within the NT structure was a pragmatic solution to the problem of meeting the demands of the building, but the rapid turnover of productions and personnel militates against any overall perception of a National Theatre identity.

The place, let's face it, is a cultural hypermarket, more concerned than a National Theatre should be with balancing the repertoire and putting bums on seats. You have always accepted these pressures as part of the job, and when a project like your own *Orestia*, or Bill Bryden's *Mystery Play* productions, or *Proenza*, really takes off, the satisfaction must be enormous. But this year we have seen Neil Simon's *Brighton*

Sacrificial rights . . .



Beach Memoirs unwisely relocated from its Brooklyn Jewish environment, a *Threepenny Opera* of anodyne, featureless extravagance, an indifferently Tom Stoppard adaptation of Molnar's *Leibelei* and your own production of a tame two-hander *The Petition*.

I list four shows I happened not to like and I concede that you could easily defend them individually as indicating a responsibility to cater for all tastes. Neil Simon, Brecht and Molnar, certainly, should be represented by a National Theatre, although Howard Brenton might dispute the inclusion of two of them and remind you of his view that there is simply no continuum between Alan Ayckbourn and Trevor Griffiths.

This problem of doing work out of a sense of responsibility rather than passionate belief must be weighed against one of the NT's declared functions of showing the best of all world drama. Kenneth Tynan, when he was Oliver's literary manager in the 1960s, prepared a list of 400 plays that any National Theatre should consider producing. I dare say you have something similar, but this year the repertoire strikes me as having been compiled a trifle too whimsically.

I am glad the new group under Di Trevis's direction will kick off with a splendid unknown Moliere, *School For Wives*; that Michael Gambon

Jason Robards in *The Iceman Cometh* is a welcome innovation and although you persistently there has never been enough money to bring foreign and regional shows onto the South Bank, as well as to tour your own productions around the country as much as you would like, it is imperative that the NT finds a way to break its metropolitanism and cultural xenophobia.

Ferry Hands once explained the lack of foreign guest directors at the RSC by saying their fees would be exorbitant. Now that Peter Stein, Andrei Serban and various other distinguished European directors have worked for peanuts with our Welsh and Scottish Opera Companies, that cannot be true. It is all very well importing Bergman's *Miss Julie* or Stein's *The Hairy Ape*; but how about directing your own actors with such visiting maestri, as Olivier and Tynan used to do the *Old Vic*? The Lyric Hammersmith's *The House of Bernarda Alba* directed by Nuria Espero, and designated by Giorgio Strehler's design team in Milan was a reminder this year of what can be done.

Finally, in defending yourself against the Sunday newspaper allegations last summer and in lucidly outlining the basically healthy mixed economy system that operates between the commercial and subsidised sectors, you delivered yourself of a striking, slightly alarming statement: "In these monetarist days, the idea of happily working for glory only, for prestige only, is gone for ever."

Is it really? So much the worse for the theatre. No one should work for negligible financial rewards, though many, especially in the theatre, do. It worries me slightly that your chosen successor, Richard Eyre (an appointment to be ratified by the board), has a television and film career to juggle alongside the enormous demands made on anyone running any theatre, let alone the National.

We need a period of absolute unswerving commitment to the subsidised monoliths by those who run them. Great theatres only become great by the sacrificial activity of those who work in them.

One small point: although your theatre programmes are more legible and more interesting than the RSC's, they are not nearly good enough, nor are they worth 70p. Again, the National of the Old Vic sets the standard. Apart from that, and the price of drinks at the bars and the lack of seating space in the Lyttelton foyer, no more complaints. For now,



Insider dealing

From Professor D. Myddelton. Sir, — Your editorial on insider dealing (December 20) concluded that "the overriding aim must be to ensure that honest investors get a fair deal." But how are honest investors harmed by insiders?

I recently sold some shares in Chloride, but if a bidder had appeared next day I could not have "blamed" anybody else for my ignorance. If an "insider" (who knew about the coming bid) had been buying on the same day on which I was selling, there would still have been no cause for complaint. Indeed, I might have got a slightly higher price for my shares as a result!

Well-informed speculation is normally regarded as a good thing. It speeds up the absorption of relevant information into the market, and thus helps improve the usefulness of price signals. If speculators on balance make profits, they help to drive market prices sooner towards levels they would otherwise have taken longer to reach. Surely that is desirable, and should increase everyone's confidence in the reliability of market prices.

(Professor) D. R. Myddelton, Cranfield School of Management, Cranfield, Beds.

The Portuguese economy

From Mr R. Diaz. Sir, — With reference to letter under "Problems involved in the Portuguese economy" (December 18), permit me to recall that after the 25th April 1974 revolution, Portugal was faced with unpaid difficulties in addition to those caused by absorbing within three months over 800,000 returnees from the former Portuguese territories in Africa—an increase of almost 10 per cent of its entire population. The reserves from the Portuguese coffers were almost depleted and the Portuguese economy was in shambles. The constant change in governments further deteriorated the economic situation in Portugal.

Within this context the fact the economy has stabilised this year, the interest rates are lowered to below 20 per cent and the inflation is down to 12 per cent is a reason to be "optimistic" as it indicates that Portugal is finally appearing to be on the right track to get its economy in order. It is laudable to encourage Portugal with constructive appraisals such as that of November 17, so that the momentum be maintained in doing away expeditiously, with legislation that deters the rapid development of its agriculture and its industry.

Letters to the Editor

The definition of "muddling through" given by your correspondent M Anno Pitches is indeed thought-provoking. The definition may reflect the true situation which definitely is not to be "admired". However, the truth is that this little country, that discovered two-thirds of the inhabited globe, does need greater assistance from the EEC and in this regard your correspondent appears to have made a good case on behalf of Portugal and strengthened it by adding that the Portuguese are "smart".

Rogue Felix Diaz, The Cottage, Ash, Nr Sevenoaks, Kent.

Effective work

From Mr F. Tuckman MEP. Sir,—On December 18 you carried this answer "Tax cuts do not spur employees to work harder" to the wrong question. We aim at effective work; it need not be harder. Extra money to spend stimulates the desire for more, making people more willing to take the risk to be adventurous, to excel.

What happens in industry springs from what a few managers and engineers decide long before the bulk of employees are involved. High returns and high morale imply going for a product which is one better than you now think reasonable or feasible. High morale and efficiency cause management to incur the extra risk, incorporate the more advanced feature, the better design for maintenance and replacement.

All too many British firms have a non-British machine park. Why? Because the competitors' product incorporates features and competences not designed into our own machine park. We lack the appetite, the will and the discipline to excel.

Our work force could again be among the best, but we don't train enough, and we have a reduced pace of work on the job. In fact many a youngster is pulled up short by his workmates and supervisors, early in his first week of work for going too fast; he is showing up the group. Germans work shorter hours, but produce more at better and more ambi-

and development; a commitment which implies considerable investment in long term projects. Such commitment is all too rare in Britain and I hope that David Fishlock's report of the Government's belated recognition of this together with the related desire to do something about it may alter the corporate climate; not least to the benefit of those of us in the service industries who stand ready to help.

(Professor) J. M. Ashworth, The University, Salford, Manchester.

Mortgages and pensions

From Mr C. Thompson. Sir,—I believe that Mr H. Wynne-Griffith (December 17) misses the point of the pension mortgage.

If a house buyer borrows money he must pay interest (net of basic rate tax) to the lender. In a perfect world, the repayment of the capital would not be required until his death, but lenders are impatient people, and expect repayment of the mortgage after 25 years, or at retirement.

The borrower is then faced with the choice of repaying the capital over the term of the mortgage; from the proceeds of an endowment policy; or using the cash sum from his pension scheme (or retirement annuity policy); it is accepted that the most tax efficient way of providing for this repayment is from the pension cash sum.

If the borrower is already making maximum contributions, and existing pension arrangements are not sufficient to meet the capital repayment; otherwise he has the option of an endowment or a repayment of capital mortgage.

Most borrowers are not making maximum contributions, and existing pension arrangements are not sufficient to meet this repayment of capital at retirement. It must then be in the interests of the borrower (be he member of a pension scheme or self-employed) to repay the capital by making additional voluntary contributions to his pension scheme, or his retirement annuity policy.

Under the new legislation, pension mortgages are to be made available to all home buyers from April 1988. If the tax rules subsequently change, the borrower will have the option of changing to an endowment or a repayment of capital mortgage. In the knowledge that he has already had full tax relief on his contributions to date, and that the contributions invested in the fund will continue to earn dividends and interest, free of any tax, up to retirement.

C. C. Thompson, 8 Osbaldeston Gardens, Newcastle-upon-Tyne

New Issue This announcement appears as a matter of record only.

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December 1986

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FINANCIAL TIMES

Monday December 29 1988

RYDES for COOKED MEATS advertisement

Roderick Oram on Wall Street An above average performance

ANY FUNDIT predicting the Wilshire will hit 2,600 by year-end runs the danger of losing his audience for using an obscure measure.

Thus the Dow industrial, comprising 30 shares of the New York Stock Exchange, has risen 25 per cent this year while the exchange's 1,540 stock composite index has gained 17 per cent.

The divergence is even greater from other markets. The American Stock Exchange all-share index is up only 7.5 per cent this year and the Over-the-Counter composite index has risen 6 per cent.

Although the 30 stocks account for about a quarter of the market's capitalisation of the NYSE and a fifth of all US stock markets, the average is faulted on several scores.

It is growing increasingly unrepresentative. Infrequent changes have left it skewed to old, heavy and cyclical industries.

Only six companies have joined the list since 1959 to replace those delisted or no longer suitable: McDonald's, Philip Morris, American Express, Merck, 3M and IBM which was not re-included until 1979.

Unweighted by market capitalisation, the largest stock, IBM at \$74bn, has the same impact on the average as the smallest, Bethlehem Steel at \$320m.

Originally, the average was calculated by adding up the 30 share prices and dividing by 30. But to maintain continuity, the divisor has been frequently adjusted to compensate for stock splits and other changes.

Currently, the divisor has dwindled to 0.688 thus magnifying price movements. If all 30 stocks rise \$1 on a day, the Dow rises 33.1 points.

The deficiencies make it an unreliable analytical tool. "The market peaked in April but the Dow set a record in November," says Mr DeVoe. On the downside, "most of the damage is done by the time the Dow gives the sell signal."

A prime virtue beyond its high public recognition is its historical value. Today's figure can be compared directly with those dating back to October 1 1928 when it took on its present form.

The industrial average "has its faults but it's well known; we're comfortable with it," says Mr Charles Stabler, an assistant managing editor of the Journal.

As the official "keeper of the Dow indices" he is charged with making periodic changes in consultation with his Journal colleagues. They seek no outside advice. Changes are small and infrequent to maintain the continuity of the industrial average, he adds.

Many Dow watchers argue, though, the Journal editors should accelerate and broaden their very gradual evolution of the index to make it more representative of American manufacturing and service industries and investment patterns.

Meanwhile, Dow Jones points out in its pocket guide to its indices the tendency of averages to obscure diversity. "Statisticians caution against trying to walk across a lake with an average depth of 3ft."

ORDER BOOKS TOP \$35BN AS FLEETS NEED REPLACING

Record year for jet airliner sales

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT, IN LONDON

THE WORLD'S jet airliner manufacturers had a record year during 1988, with firm orders for new jets of all types worth over \$35.5bn.

A major new development towards the end of the year was the emergence of the McDonnell Douglas MD-11 trijet replacement for the ageing DC-10 long-range airliner, which quickly picked up orders for 32 aircraft worth some \$3.6bn.

As a result, McDonnell Douglas is expected to commit the MD-11 to full-scale development and production. The company's board is due to meet in St. Louis today.

The MD-11 decision is likely to spur Airbus Industrie to launch its rival A-340 long-range jet airliner, a project currently under consideration by the governments of the Airbus partner countries - the UK, France, West Germany and Spain - and a decision is likely some time before the spring.

The 1988 orders total beats the previous record in 1979, when 751 new jetliners were ordered. Thereafter, the annual inflow of orders declined rapidly as recession began to bite into the world air transport industry, reaching a low point in 1983 when only 232 new jets were ordered, worth at then-current values, about \$7.24bn.

The 1988 orders have also been accompanied by a substantial number of options which have still to be converted into firm contracts. If these materialise, as the makers are confident they will, the overall additions to the world's jet fleet for 1988 could eventually account for over 1,000 new aircraft.

The most significant reason for the rise in orders is that many airlines are now replacing ageing fleets which have been in service for nearly 20 years, especially in the short-to-medium and very long range categories.

This accounts for the large number of orders for the Boeing 737 twin-engine jet airliner, now the world's best-selling jet, and for the McDonnell Douglas MD-80 series, both in the short-to-medium range category, and for the Boeing 747 jumbo jet in the long-range category.

The 737 has now amassed total firm orders for 1,748 aircraft, which brings it close to the record 1,831 firm sales of the three-engine Boeing 777, now out of production.

Boeing is confident that the 737 will overtake the 777 in the next year or so, and believes that eventually well over 2,000 737s of all types will be sold, making it the world's most popular jet airliner.

But 1988 was also the year of the jumbo jet, and especially the new long-range 747-400. No fewer than 83 new jumbo jets of various versions were added to the order books in the past year, worth an estimated \$10bn, and accounting for about half of Boeing's total sales by value.

The European Airbus Industrie consortium, with its new A-320 150-seater jet airliner, also had a good year. With new firm orders for 146 aircraft, total sales, including both firm orders and options, for the A-320 now amount to close to 400 aircraft, well before the aircraft has made its maiden flight, which is now due in the coming spring.

The second main reason for the rise in orders is the growing confidence in the industry that world air traffic will continue to grow over the next few years, at an average annual rate of around 5 to 7 per cent.

Figures for world air traffic in 1988 due to be published shortly, are expected to show that the 1985 total of 861m scheduled air travellers worldwide has risen over the past 12 months by about 6 per cent to about 850m, with further growth forecast for the next few years.

The world's jet airliner manufacturers all agree that the future for new jet orders is bright. Boeing, for example estimates that up to the year 2,000, the total Western world market for new jet airliners of all kinds will amount to some 5,300 aircraft.

Table with 4 columns: Manufacturer, Model, Orders (1988 in brackets), Approx value (\$m), Total firm orders (excluding options)

COMMERCIAL JET AIRLINER ORDERS, 1988

In each case, substantial options, letters of intent or conditional commitments exist, involving in all several hundred aircraft.

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Flaps, hydraulics, engines... institutional slide-show. Ready, and cleared for takeoff. There is none the less plenty of room for doubt as to what stock market rating British Airways merits, what it can actually be sold for in early February (which is a different thing), and who is supposed to buy the shares.

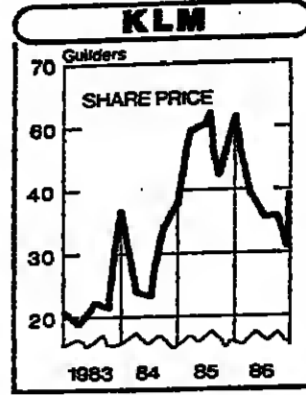
If it had not been for all those tressome wrangles (and class actions) over the bankruptcy of Laker Airways, and prolonged doubt over the renegotiation of the Bermuda agreement which governs BA's transatlantic business, it is probable that the airline would have been floated long-since and conceivably at a larger capitalisation than the Government can hope to achieve in 1987.

It is the levelling out of BA's flight path (productivity improvements are admitted to be slowing down) which presents the greater obstacle to a premium price. The Libya dip was, after all, partly offset by an unrepeatable drop in fuel prices. Had BA been a quoted company since the start of 1985, it would probably have had the same sort of share price performance as, say, KLM: a strong run in the shares as traffic volumes rose, and dividends were paid for the first time in years, followed by a sharp fall as the tourist trade evaporated.

If BA is competitive with such as KLM and Lufthansa in the airline market place, it must expect to share their volatile stock-market fortunes. Although part of the pricing will be determined by such peculiar British factors as having to pitch the yield attractively against that offered on British Gas - something like 6% per cent being the likely attitude - after the sale BA will be as much a substitute for other international airlines as for other offerings from the British Government.

THE LEX COLUMN

Fasten your seatbelts



some p/e ratios which - adjusting for different accounting practices - are well down into single figures. Indeed one sales proposition is that when the over-depreciation of aircraft and profits from the sale of aircraft are taken of the profit and loss, the other European airlines are cheaper than they need be.

Pricing

It is the levelling out of BA's flight path (productivity improvements are admitted to be slowing down) which presents the greater obstacle to a premium price. The Libya dip was, after all, partly offset by an unrepeatable drop in fuel prices.

Had the flotation gone through when there were still a couple of years of recovery and restructuring profits to come - as planned in 1984 or 1985 - there would have been a much more exciting package to sell. Recovery is not the best quality of growth, but a steeply rising trend of earnings is still the best pitch known to equity salesmen.

As things have panned out, BA is being sold during a year when earnings would perhaps have levelled out if left to themselves, but when Libya and Chernobyl crucially messed up the summer tourist season across the Atlantic route, where BA makes about two-fifths of its profits.

This makes the sale a much more challenging affair, since not even the imaginative struggles to drag Americans back on to the Jumbos could hope to repair the damage done to BA's profits for the middle two quarters of 1988. What the private shareholders therefore have to

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UK election 'likely to produce coalition'

BY TOM LYNCH IN LONDON

THE UK general election is likely to be held in the spring, and the outcome will be a coalition government. Dr David Owen, the leader of the Social Democratic Party, predicted yesterday.

"It looks as though an election is likely within three or four months," he said in a new year message. A sufficient number of SDP and Liberal MPs would be elected to force the Conservative and Labour to negotiate a programme. "We will see once again coalition government in this country."

In a radio interview yesterday, he discounted suggestions that the Tories' 6 percentage point lead in the latest opinion poll meant that the Government was electorally invincible. "The Conservative Government has an extraordinary record of incompetence and insensitivity. Its attitude to unemployment offends the vast majority of people in this country," he said.

His remarks came as the political parties prepared for two by-elections, and as the opposition parties put the finishing touches to the launch of their general election campaigns in the next few weeks.

The Liberals are confident of holding the Truro constituency in Cornwall in the poll following the death of Mr David Pughalligan, last week of the party's foremost strategist and campaigner. Mr Pughalligan had built his majority up from a few hundred to 10,480 in his 12 years in parliament.

Labour will be less sure of holding on to the inner London seat of Greenwich after the death on Christmas Eve of Mr Guy Barnett, who had a majority of only 1,211 over the Conservatives in the 1983 general election. However, neither the Conservatives nor the Liberal-SDP Alliance - which was 4,578 votes behind Labour in 1983 - are likely to find it

easy to overhaul Labour, which demonstrated its strength in London this year with successes in local government elections and victory in the by-election in marginal Fulham. The party leadership will be hoping that the local party members choose a candidate who cannot be portrayed as an extremist.

The Conservative campaign against alleged extremism in Labour-controlled local authorities has picked Greenwich as one of the offenders, but its defence that it is spending money on necessary public services may prove electorally popular, rather than a liability.

No date has yet been set for either by-elections - traditionally that decision is taken by the party which holds the seat. They are expected to take place no sooner than mid-February, when the updated electoral register comes into force, and no later than mid-March. The polls will be the first test for

the new opposition campaigns, the first of which will be launched on January 31 when the Alliance unveils its new campaign colour and theme tune at a rally in London.

This will be followed on February 8-9 by the Labour Party's local government conference. In Leeds, where there will be major speeches by Mr Neil Kinnock, the party leader, Mr Roy Hattersley, his deputy, Dr John Cunningham, who, as 'shadow' Environment Secretary, is the party's chief spokesman on local government, and Mr David Blunkett, the leader of Sheffield City Council and a leading figure on the party's national executive committee.

The conference speeches will effectively launch Labour's general election campaign, stressing its policies on public services, health and social services, privatisation and jobs - all areas where it feels the Government is vulnerable.

Japan to spend \$9bn of surplus on aid deals

Continued from Page 1

It says grant money could be used by countries to buy technical assistance for the formulation of projects that would then qualify for World Bank loans. Japanese officials thus suggest that the grants would amount to an interest rate subsidy on the overall project.

The other main components in Japan's increased aid effort are new standby loans of SDR 3bn (\$3.6bn) for the International Monetary Fund for a period of four years and a subscription of \$2.6bn in new capital for the International Development Association (IDA).

The IMF needed additional finance because of the increasing call on its resources in the past year to help countries overcome their balance of payments problems.

The IDA, the World Bank's office for allocating grants to the poorest of the developing countries, set its so-called "eighteenth replenishment" of capital this year at \$12.4bn com-

pared with \$9bn three years ago. Japan has agreed to increase its contribution by 53 per cent from \$1.7bn to 2.6bn.

Last April, Japan also committed an additional \$1.3bn to the Asian Development Bank's soft loan fund. While all this is impressive, it is unlikely to silence Japan's aid critics. Foreign governments are particularly irritated by the large proportion of Japanese aid spending that is tied, that is, the recipient is obliged to use it to buy only Japanese goods and services.

This policy serves to increase Japan's already very high trade surplus and, at a time when the yen is very strong, it means that the recipient countries are probably paying uncompetitive prices for aid-financed goods.

This week, the Finance Ministry was at pains to point out that the new Japan special fund and the aid programmes with international institutions were completely untied.

Dispute erupts over Guinness share sale

BY HUGO DIXON IN LONDON

A DISPUTE between two merchant banks over which of them owns 2.15m Guinness shares has added a further twist to the UK Department of Trade and Industry's (DTI) investigation into the UK brewing company, which was launched earlier this month.

Lord Spens, the managing director of Henry Ansbacher's corporate finance operations, said yesterday that Ansbacher had sold the shares on behalf of clients to Morgan Grenfell, another merchant bank, in April. However, Morgan Grenfell, which acted for Guinness in its \$2.5bn (\$3.6bn) bid for Distillers earlier this year, has since denied that it owned the shares, said Lord Spens.

Morgan Grenfell refused to comment in detail on Lord Spens's version of the events, saying the matter was under investigation by the DTI. However, a spokesman said it would be disputing fiercely some of the points made by Lord Spens.

The sequence of events, according to Lord Spens, was that at the end of March, when the Distillers bid was reaching its climax, Morgan Grenfell asked Ansbacher to buy shares in Guinness, presumably as part of a play to boost its share price.

Lord Spens himself was keen on the idea, but Mr Richard Fenhalls, chairman of Ansbacher, was not in favour. So Lord Spens suggested to

some of Ansbacher's clients, whose names have not been revealed, that they buy Guinness shares. He did not inform Mr Fenhalls.

When the Distillers bid was clinched just after the mid-day on April 18, these clients decided to sell their shareholdings. Morgan Grenfell then approached Ansbacher, said Lord Spens, and offered to pay for the shares. This was apparently because it wanted to dispose of other shares in Guinness and did not want to see the price fall, he said.

Morgan Grenfell paid \$7.6m, or 355p per share, to Down Nominees, a subsidiary of Ansbacher which buys and sells shares on the behalf of other people. This was above the market price for April 18, when Guinness shares opened at 335p and closed at 315p.

The dispute about who owned the shares began when dividend payments worth \$48,000 arrived at Down Nominees in August, according to Lord Spens. Down Nominees sent the money to Morgan Grenfell, but two weeks ago Morgan Grenfell sent it back saying there had been a mistake and it did not own the shares.

Mr Fenhalls then decided to report the incident to the DTI, which had just begun its inquiry into Guinness, and both he and Lord Spens gave evidence under oath. The dividend payment has since been sent back to Morgan Grenfell.

British Gas faces imports fight

Continued from Page 1

One official said this would only be allowed "over his dead body" but others are less sure whether it could be prevented under present regulations. Meanwhile the larger oil companies have started a lobbying campaign to prevent or restrict future imports. They say there is plenty of

British sector gas available to be developed until well into the next century. They are particularly anxious to develop as much gas as possible now that oil field developments are looking less profitable. For British Gas, 1987 is likely to be the year of decision about future imports.

Lansing advertisement for lift trucks. Text: 'Made to make your business more efficient. No matter what your business or where it is, if you have a materials handling problem, we have the equipment to handle it. Lansing have more trucks, more service engineers and more years in experience than any of our competitors. It's what made an independent truck users survey vote Lansing number one in lift truck design, quality, reliability, long life, service back-up and low operation costs. So if you want to make your business more efficient, call us today.' Includes image of a lift truck and Lansing logo.

World Weather

Table with 4 columns: Location, Temp, Wind, Rain. Lists various global locations and their weather conditions.

SECTION II - COMPANIES AND MARKETS
FINANCIAL TIMES

Monday December 29 1986

Travis & Arnold
Timber, Building Materials, Heating and Plumbing Equipment for the Construction and Allied Trades. Northampton 52424.

INTERNATIONAL CREDITS

New instruments come of age

IF THERE were any doubts about the growth potential of the Euro-commercial paper (ECP) market, they were dispelled in 1986, writes Alexander Nicoll in London.

As the accompanying chart shows, newly signed programmes more than quadrupled during the year to \$51.6bn, according to figures from Euromoney Capital Markets. This was exactly double the amount of note facilities signed in 1985, which fell to \$26.8bn after nearly tripling to \$40bn in 1984.

The figures underline the maturity of the market for short-term securities, which has mushroomed in the past three years.

Instead of cautiously arranging note facilities with structures providing assurance that paper could always be issued, borrowers have felt increasingly confident that they could go directly to the investor without the insurance of a tender panel or back-up credit.

Sweden, for example, moved away from reliance on the tender panel structure by allowing panel members to submit unsolicited bids directly to the borrower.

Other important staging posts have been reached. General Motors Acceptance Corporation, which issues some 10 per cent of outstanding in the \$300bn US commercial paper market, opened an ECP programme which had grown to \$1bn of outstanding within two months, helping to provide a core of corporate paper as well as giving a seal of approval that has attracted other US corporate names.

Nobody knows the exact amount of ECP actually outstanding, though guesses put it between \$25bn and \$30bn. Bankers believe there is still scope for dramatic expansion. Rapid growth, however, has thrown up several key issues, the determination of which will shape future development.

The argument within the market is over placement and the related question of what "liquidity" means. Many of the market's heavyweights put emphasis on placement of paper with end-investors and do indeed appear to have located a growing core of ECP buyers which did not exist a year ago. Although hard information is scarce, buyers in-

clude central banks, investment managers and corporate treasurers. Many bankers argue that the market will not survive a period of rising interest rates unless this base of non-bank investors is further developed. This is in contrast with the early days of the market, when banks were the main buyers and made easy money by taking advantage of falling rates.

The conclusion of this argument is that ECP is a placement rather than a professional trading market and that houses do not make two-way prices to other professionals. Liquidity thus means making prices to investor clients who may want to buy more paper or to get out of their position. In the latter case, houses would buy the paper and re-place it with other investors.

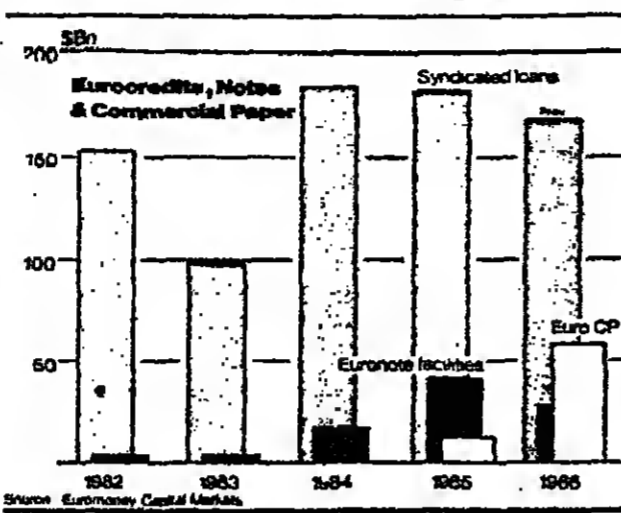
Borrowers also appear to view placement with end-investors as extremely important. The rapid growth in the number of ECP programmes had posed new tests for dealers who, having won dealerships from customers, then have to service them.

Dealers' performances are being scrutinised increasingly closely. Some borrowers have already shaken up their programmes, dropping dealers and adding new ones, and more are expected to do so next year.

The spread of the ECP investor base to corporate treasurers has added urgency to another debate: should borrowers open their books to debt rating agencies? There is considerable reluctance among European borrowers to submit to what they see as US-oriented credit assessment.

The argument for ratings is not only that companies might cut their borrowing costs. It is also that corporate treasurers, as potential buyers, typically need to get permission at board level to invest. It is far simpler to get the nod to invest, for example, in all A1/P1 paper than in a long list of individual, unfamiliar foreign companies.

A related issue for borrowers is the yardstick by which they should set borrowing rates. London interbank rates are becoming far less convincing as a benchmark and 1987 could see the fruition of efforts



Source: Euromoney Capital Markets

to create a Euro-commercial paper index. US Treasury bill rates have already become the benchmark for much sovereign ECP.

While the ECP market has been growing apace, it is spawning a new market in Euro-medium-term notes - continuously offered like commercial paper but for longer maturities - which is expected to see significant growth in 1987.

Meanwhile, new domestic commercial paper markets have been developing in Britain, the Netherlands, France and Hong Kong. The launch of the UK market saw an extraordinary outburst of public relations pressure on potential issuers. Progress has been steady but slow, with outstandings estimated to be about £600m (\$870m).

One of the reasons for the growth of commercial paper has been the poor state of the floating-rate note market. Syndicated lending, which had been to some extent supplanted by floating-rate notes, also became competitive with them once again this year.

The Euromoney figures show that syndicated loans - including loan renegotiations but excluding sovereign debt reschedulings and associated new money loans - fell from \$181bn last year to about \$160bn in 1986, with a number of transactions dropping below 1,100

from a peak of 1,856 two years ago. There has, however, been some important business, much of which has been quite lucrative for banks.

A number of lesser-rated credits, giving decent yields to banks, have turned to them for loans. Turkey has been an important borrower this year for the first time since it hit the doldrums before the LDC debt crisis.

At least two borrowers, Algeria and Greece, have accepted a move to higher interest rate margins forced by worsening economic performance. Eastern European borrowers, which came back in force in 1985, have also been important in 1986 but have shown an increasing desire to pare margins, provoking some resistance from banks.

Against this relatively profitable business, however, must be set the intense competition to win mandates, generally from European borrowers, which has seen fees and margins setting new lows.

The deal which aroused furious outbursts was a \$315m facility for Renfe, the Spanish railways group, in which terms included a facility fee of just 2% basis points. One banker who declined to go into it remarked: "You struggle to do deals like these and then you lose money on them. That's not something we are prepared to do any more."

INTERNATIONAL BONDS

A profitable year for borrowers

THIS HAS been a great year for borrowers in the Eurobond market. Issues total just over \$150bn, a one-third increase on the \$134bn posted in 1985, writes Clare Forrester in London.

Against a background of tumbling world interest rates, borrowers have been rushing into the market both to create new debt and to refinance outstanding borrowings.

Yet the year has been less profitable for the market itself, much of which is still weighed down by unsold inventory. Underwriters have often lost sight of the need to distribute bonds, as well as to position them in the hope of further interest rate falls.

At the same time, investors have become increasingly cautious about buying Eurobonds amid concern over the direction of interest rates and the falling dollar.

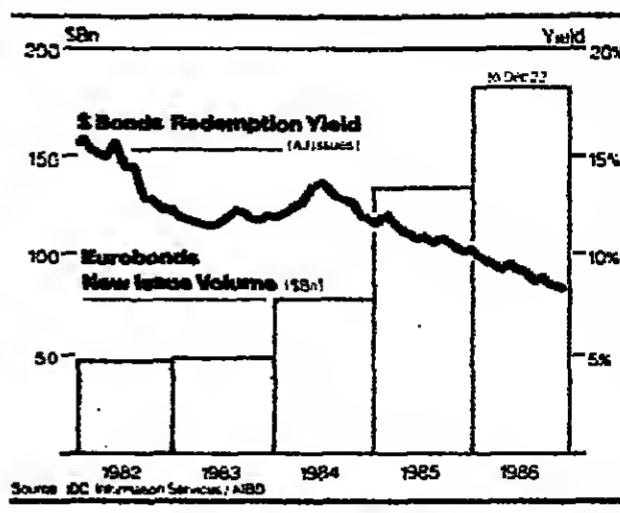
Moreover, the Belgian dentist - the archetypal private investor who used to dominate the Eurobond scene and was content to hold a bond to maturity - has been to some extent eclipsed by the institutions, which seek to trade the market for short-term gains even though they find its liquidity wanting.

None the less, bankers are expecting a further flurry of issuing activity in the new year, with borrowers encouraged to come to the market on the premise that the long-term downward direction of interest rates may be reversed over the next 12 months. Underwriters will not want to miss out on what may be the last leg of the bull run.

This means that competition between underwriters may continue as fiercely as ever. Yet some of the players, after suffering hefty losses this year, may be taking a more sceptical view of the drive to ascend the book-runners' league tables.

If so, it means the Japanese houses may sweep the board. They have been aggressively using the vast pool of domestic savings in Japan to buy market share this year.

Some of the Japanese houses have been making inroads into traditional dollar bond business and launching straight fixed-rate dollar bonds. But the backbone of their ef-



Source: IDC Information Services, NBD

fort has been the issue of equity-related deals for Japanese companies and deals specially designed for Japanese investors.

Besides a number of variations on the theme of the dual currency bond, Japanese investors have been regeared with a repertoire of bonds designed to suit their specific tax and cash-flow requirements, such as those with deferred and "step-up" coupons.

Elsewhere, bankers have devoted a great deal of innovative effort to the development of asset-backed issues, a practice imported from the US.

The most commonly used assets are mortgages guaranteed by one of the US government agencies. These have been used as collateral by US savers and loans institutions for their floating rate note (FRN) issues.

In a further twist, a crop of Eurobonds directly linked to mortgage-backed instruments, known as collateralised mortgage obligations (CMOs), appeared towards the end of the year. Here the bond is serviced by cash flows from the collateral. Although the mortgages themselves are of varying maturities, they are rearranged within the CMO to give the bond a national average life.

So far investors have taken to them because they provide a gen-

erous yield over London interbank offered rate (Libor), combined with a Triple-A credit rating. Yet, since the underlying mortgages are all fixed-rate, the bonds carry interest rate caps. Investors may start to focus on this drawback next year, especially if interest rates turn upwards.

One attraction of securitised mortgage issues is that they provide an attractive margin over Libor. This has been brought into focus during 1986 as margins on traditional FRN have been plunging.

Downward pressure on margins in the FRN market has proved irresistible as borrowers have been able to issue more cheaply by launching a fixed rate bond and swapping it into a floating rate issue, or else by raising funds in the form of Euro-commercial paper.

So some sovereign issues, including the record \$4bn deal for the UK launched in September, have appeared with coupons fixed at below Libid. The theory is that money market investors will buy them as an alternative to US Treasury bills.

However, the traditional investors in the FRN market, the banks which fund in the London interbank market, have found many of the aggressively priced FRNs unat-

tractive. A selling wave in Libid-based paper this autumn triggered a wider decline in the market.

In a generally jittery atmosphere, the market began to question the value of one particular sector: the perpetual FRN market in which banks raise bonds with no final maturity to enhance their primary capital.

Perpetuals pose problems because there is no guarantee they will be repaid and they are usually issued as subordinated debt and might thus have to be converted into preferred stock if an issuing bank became bankrupt.

Margins on new FRN issues will certainly have to be adjusted upwards, making the commercial paper market look even more competitive.

The "asset swap" business has been one of the fastest growing areas of the Eurobond market this year. Typically, it works like this: the investor buys a fixed-rate bond, collects the coupon and arranges a swap transaction, under which he will sell fixed coupons in exchange for buying floating coupons. This can create a higher-yielding instrument than a genuine FRN.

The currency sectors of the Eurobond market have continued to erode the market share of the dollar sector this year. The main impulse behind currency diversification has been the erratic foreign exchange movement of the dollar and the continued liberalisation of markets and supervisory regimes.

Will the Eurobond market see another record issuing amount in 1987? From the borrowers' point of view, balance of payments arguments for issuing debt have been undermined by lower interest rates and lower oil prices.

The ingenuity of the Eurobond market, particularly in devising swap-related borrowing opportunities, has however given Eurobond issuing a dynamism of its own. More borrowers are now issuing for refinancing purposes rather than out of any need for new money.

On the other hand, equities are riskier but much more profitable than Eurobonds, and so many houses have been concentrating more on this area.

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INTERNATIONAL CAPITAL MARKETS

Anatole Kaletsky explains why US bond dealers dislike the relative calm that has enriched their clients

Handsome rewards for investors in long-term Treasuries

IT HAS been another bumper year for the long-term investor in US Treasury bonds, but not necessarily for short-term traders, who have made the US credit market what it is today: the most technically sophisticated, closely followed and lucrative investment business in the world.

For the proverbial widows and orphans—most likely these days to be found in Yokohama or Hokkaido—who want to put their money into a high-yielding, risk-free asset and then forget about it, the US Treasury market has been a happy place, taking this year's performance as a whole.

Holders of long-term Treasury bonds, who had enjoyed capital gains of over 20 per cent a year in 1984 and 1985, found fortune even more generous in the early part of this year—thanks partly to the euphoria engendered by the near collapse of the Organisation of Petroleum Exporting Countries. The plunge of bond yields from 9.3 per cent at the start

of 1986 to the low point of 7.12 per cent, which was reached in April, produced a suitably triumphant coda to one of the greatest bull markets in the history of investment—with a gain of nearly 25 per cent in the price of the Treasury's 30-year bond in just three months.

Since April 18, when the cut in the Federal Reserve Board's discount rate from 7 to 6½ per cent coincided with an eight-year high point, the bond market has wandered aimlessly within a narrow trading range. With long-term interest rates fluctuating between the 7.9 per cent and 7.2 per cent marks, the market has never managed to get up the courage for a convincing run either at the bear's target of an 8 per cent bond yield or at the bull's hope of a yield below 7 per cent. Thus life for the passive bond investor has been relatively uneventful since the great rally fizzled out in April.

For the professional market maker, however, it has been a very different story. Salomon

Brothers has calculated that 1986 has been the year of highest volatility in the bond markets since the financial crunch of 1979-82, when the Fed undertook its hair-raising experiment with consciously destabilising monetarist operating procedures. For traders caught on the wrong end of these whiplash movements—and that has included several of the biggest bond houses—1986 has been a nerve-wracking and expensive year.

In just one day shortly before the April 18 discount rate cut, the Treasury long bond leapt by 3½ points, marking the largest daily advance since the Fed abandoned monetarism in October, 1982. The very next week, as the dollar reacted to the discount rate cut by sinking to a new low against the yen, the market plummeted by almost six points as when Dr Henry Kaufman of Salomon Brothers described as "the largest one-week price retreat in history." A few weeks later, within a month of that momentous discount rate decision, the market had fallen 15 points from its peak and many a bond dealer was looking to his pension plan.

By the beginning of June, the market's sentiment had turned on a penny once again—a run of weaker-than-expected economic data was good enough to send the long point more than 6 points higher before it

US MONEY MARKET RATES (%)					
	Last Friday	1 week ago	4 wks ago	12-month High	Low
Fed Funds (weekly average)	5.58	6.82	6.00	8.91	5.71
Three-month Treasury bills	5.58	5.50	5.38	7.28	5.01
Six-month Treasury bills	5.58	5.58	5.41	7.28	5.08
Three-month prime CDs	5.51	6.25	5.58	8.28	5.48
30-day Commercial Paper	7.20	6.50	6.58	8.05	5.52
90-day Commercial Paper	6.20	6.30	6.78	7.80	5.46

US BOND PRICES AND YIELDS (%)					
	Last Friday	1 week ago	4 wks ago	12-month High	Low
Seven-year Treasury	101	+½	98.58	95.8	8.97
20-year Treasury	117½	+½	115.88	112.8	7.70
30-year Treasury	128	+½	125.8	122.7	7.41
New 10-year "A" Financial	N/A	N/A	112.8	112.8	8.23
New "AA" Long utility	N/A	N/A	112.8	112.8	8.20
New "AA" Long industrial	N/A	N/A	112.8	112.8	8.28

Source: Salomon Bros (estimates).

plunged again on the basis of a couple of characteristically ambiguous comments to Congress from Mr Paul Volcker, the chairman of the Fed.

No sooner had they overcome their shock at Mr Volcker's least some of the remarks about the economic world, if only indirectly.

The bond market like so many other financial businesses today, thrives on uncertainty

It is hardly surprising that they will try to discern new trends in economic statistics, set up computer programmes to exaggerate random blips in market prices, attach deep significance to harmless platitudes from policymakers and make or lose large sums of money in the process.

The longer term outlook is admittedly clouded by all kinds of familiar problems. The US budget and trade deficits continue to yaw as far ahead as anyone can see—and the probability remains that they will eventually be closed by a combination of further devaluation and inflation.

Government policy makers, especially in the US, have learnt the costs of leaving the management of their economies entirely to market forces and have reverted to a degree of macroeconomic fine-tuning not and instability. The possibility that interest rates might move

sideways within a narrow range for many months or even years seen since the 1960s. This kind of stability of long-term interest rates since April. Once they had reached the 7 per cent area, it could be said for the first time in years that long interest rates had attained something like a reasonable equilibrium level. Much higher rates would soon become an obstacle to economic activity, yet yields much lower than 7 per cent would probably require too much of a leap of faith from bond investors, given a long-term US inflation rate of 3 or 4 per cent.

If this analysis is right, bond traders may see in it an unattractive prospect—continuation of the sideways movement of the last eight months. But for the rest of the world it would be a welcome relief to worry rather less about the latest wave of panic selling or euphoric buying of the Treasury long bond.

Janet Bush sums up market sentiment in a year which has seen low inflation, Big Bang and a public spending give-away

Gilts learn to live in the shadow of political and economic uncertainty

Yields on UK government bonds have ended 1986 — which saw the lowest inflation rate for 20 years, Big Bang and a Conservative public spending give-away — little changed from the levels seen at the start of the year.

Old habits die hard. The early months of 1986 were dominated by gloom. The year started with a fully fledged sterling crisis, as world oil prices plunged and the authorities were forced to raise interest rates to 12½ per cent. Everybody believed the public sector borrowing requirement target would be overshoot and the Chancellor would have no tax cuts to deliver.

In the event, sterling recovered, the PSBR was under-shot and Mr Lawson pulled tax cuts out of his hat.

And what of the late months of 1986? The Organisation of Petroleum Exporting Countries was meeting again and sterling was a mess. But then Opec came to an agreement, oil prices firmed, sterling regained some of its popularity,

the PSBR looks likely to undershoot again and everyone is betting that the Chancellor will cut taxes by at least 2 pence in the pound.

Given the Government's talent at muddling through so successfully, why are yields on long-dated gilts still stuck in the 10 to 11 per cent range? The answer is that some of the old problems remain and new ones have come to haunt.

Inflation is one of the old problems. Although the annual rate fell to 2.4 per cent in the middle months of the year, it is now rising again and most independent forecasters are looking for a 5 per cent rate by the end of next year.

The Confederation of British Industry reported earlier this month that pay deals in manufacturing industry were probably running at their lowest level for 10 years but lamented the fact that average earnings increases were still stuck at an underlying rate of 7.5 per cent.

Inflation was helped, of

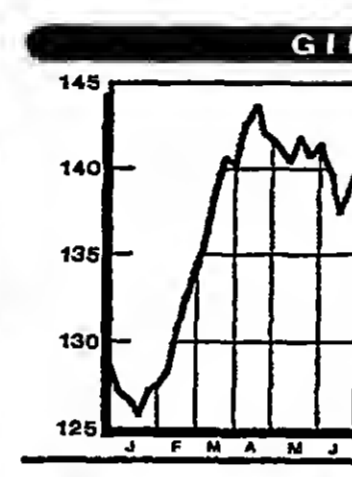
course, in 1986 by the unprecedented fall in world oil prices and very weak commodity prices. Now, industry's fuel and raw materials prices have started rising again, reflecting some recovery in international commodities markets and the firmer oil prices.

And there is now perceived to be a new threat to inflation in the form of a surge in consumer spending, much of it going on imports which are beginning to show signs of getting more expensive.

Sterling remains vulnerable, if not to oil (should the Opec agreement crack), then to the deterioration in the balance of payments.

Economists in the gilt-edged market talk confidently of a huge amount of overseas money poised to flood into UK investments. If only foreigners were confident in the currency, there were few signs in the last weeks of 1986 that their fundamental doubts about sterling's reliability had changed.

Clouding the view even further is politics. The forth-



coming General Election has added yet another layer of uncertainty and it seems likely that investors will demand a substantial risk premium until the outlook becomes clearer.

And what of monetary policy? Inevitably, the year saw the deeper demise of sterling M3—downgraded in the 1985 Mansion House

speech, brushed aside in the 1986 Mansion House speech and explained away at Loughborough.

Perhaps 1987 will see M0 take on the mantle of its disgraced broad money cousin by overshooting its target range as well. And the market's attention (and government policy-making) will rest even more firmly on

short-term interest rates and sterling, and the parlous game will be guessing when Mrs Thatcher will take the pound into the European Monetary System.

The Government's fiscal manoeuvres gave City commentators even more to chew on in 1986. The Chancellor marched away from the autumn statement wearing at least some of the garments of his high-spending political opponents, but promising that his style had not changed—there would be no extra borrowing to finance his public spending plans.

There is little doubt that this year's PSBR looks in good shape, despite the overrun on spending, because of buoyant VAT and corporation tax receipts and handsome proceeds from privatisation.

But next year, many independent forecasters are expecting a substantial overshoot on borrowing, which could act as a dampener on sentiment in the gilt-edged market.

Mr Stephen Lewis, director of economic research at

Phillips & Drew, concludes from all this that the gilt market will end 1987 not far from the levels at which the year began, the same pattern which has unfolded for the previous four years.

If the behaviour of gilt yields has had a stubborn consistency about it, there were at least some remarkable changes in 1986 in the way these instruments are traded.

The simple world where two mighty jobbers dominated the market ended on October 27.

Akroyd and Smithers and Wedd Darlacher used to be names to compare with, but then came along such animals as S. G. Warbury, Akroyd, Rowe and Pitman, and Mullens (Gilt-edged) Limited (now thankfully shortened in day-to-day business to Warbury Securities).

After the loss of commissions for the 27 market makers in gilts under the new arrangements there has been the expected explosion in inter-professional trading and a sharp narrowing in spreads.

This trend was accentuated by the stand-offishness of retail investors, who showed precious little interest in gilts in the weeks following the Big Bang.


Apart from retail interest, there has been more of everything in the new market. The number of bargains in gilt futures contracts hit successive records as market makers hedged their positions and there is no doubt that volume will surge to even greater heights in 1987.

There are more prices available than ever before, with 27 market makers and six inter-dealer brokers flashing information up on a plethora of screens.

There is also more gossip. Have the Americans gone quiet? Is that bullish economist talking his best? Who traded on the Bank of England's Quarterly Bulletin before it came out? Was there anything new in 10? Should we trade on fourth-quarter stockbuilding data? Who is making and losing money?

That, too, is a trend which will continue in 1987.

NEW ISSUE This announcement appears as a matter of record only. OCTOBER 1986



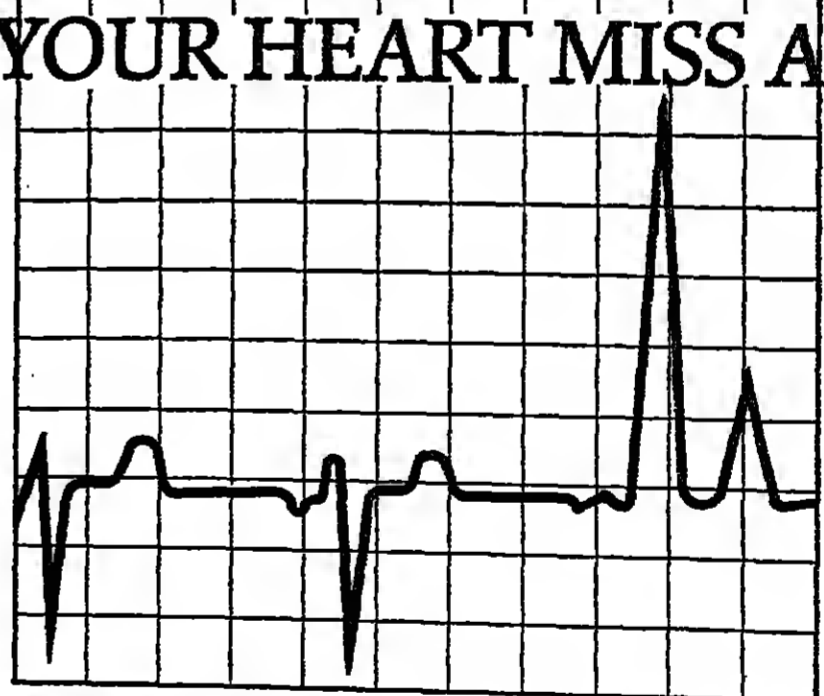
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INTERNATIONAL CAPITAL MARKETS and COMPANIES

Ian Rodger reports on reorganisation at a Far East securities firm Carr picks up after defections

"PEOPLE SEEM to think that W. L. Carr (Overseas) has disappeared because 60 people have left. In fact, there are still 350 people working for us," says Mr Patrice Mignon, the new chief executive of Carr.

Mr Mignon, interviewed in Tokyo, was understandably a bit exasperated at some of the obituary-type rumours that have been rife in Far East financial markets since the exodus just over a month ago of most of the top analysts from Wico, the group's international arm.

and securities businesses. Confirmation of the licence is a condition of the Indosuez purchase. Even before the deal was done, Indosuez had begun sounding out the Japanese Ministry of Finance (MoF) on acceptable solutions. So far two formulas have emerged in Japan to enable foreign banks to set around this legal problem. The first was introduced by Citicorp of the US. It acquired Vickers de Costa, the

dominated bond market—the so-called shogun market—for Ciba-Geigy, the Swiss chemical company. This will be a \$500m issue with a maturity of seven years and the first issue of its kind by any European corporate borrower. It will also be the first joint management by a foreign-controlled investment bank in Japan.

Indosuez was already well advanced in its planning to set up a securities affiliate in Tokyo on the 50 per cent basis, and Wico lined up "two major European insurance companies," as Mr Mignon puts it, to act as the friendly partners in such a company. That planning will now be applied to Wico's Tokyo operation. Mr Mignon expects verbal approval from the MoF very soon, with confirmation coming at the end of next year. Meanwhile, he has been trying

ing to rebuild Wico's business in the wake of the defections. He does not deny that the impact of the departure of many of the group's leading dealers and analysts to Swiss Bank Corporation International (SBCI) and Barclay's de Zoots Wedd (BZW) was "very significant."

Mr Mignon says that Indosuez wanted to change Wico's strategy in Tokyo in any event. The equity research effort, while highly regarded, had been heavily oriented to fundamental research. Yet investors have become more sophisticated about the Japanese market and need a more market-oriented approach.

Volume in the Tokyo office was still very depressed, and it was proving difficult to recruit people. However, in Hong Kong, the research team had already been rebuilt and volume was up to 80 per cent of pre-defection expectations. The Tokyo problem was being solved in part by the injection of a team that was being formed at Indosuez.

GTE moves to block Belzbergs

GTE, THE US telecommunications group which has been the object of repeated bid speculation, has rebuffed its latest suitor, First City Financial, the holding company of the Belzberg family of Vancouver, B.C. reports from Stamford, Connecticut.

Mr Theodore Brophy, GTE's chairman, rejected suggestions from First City that GTE should spin off to shareholders its 50 per cent stake in US Sprint, the loss-making long-distance telephone venture, in which GTE has invested heavily.

Exxon sells its nuclear fuels concern to Siemens subsidiary

BY ANATOLE KALETSKY IN NEW YORK

EXXON, the world's largest oil company, is selling its nuclear fuels business, Exxon Nuclear Company, to Kraftwerk Union of West Germany.

At present Exxon Nuclear processes 900 tonnes of uranium each year at its US plant at Richland in Washington State and a further 300 tonnes at Lingen in West Germany. It employs about 900 people in the US and Europe.

US market for fuel elements. "Over the last few years we have made a number of efforts to enter the US nuclear business," the company said. The US market, with 101 operating nuclear power stations, offered large potential. There are 19 working nuclear power stations in West Germany.

TOKYO LICENCE FOR SBC UNIT

SBCI Securities (Asia), an affiliate of Swiss Bank Corporation, has obtained permission to conduct securities business in Japan, writes John Wicks in Zurich.

To mark its debut in the Japanese market, the Swiss-owned company is to co-operate with Daiwa Securities in launching a first issue in the foreign currency.

denominated bond market—the so-called shogun market—for Ciba-Geigy, the Swiss chemical company.

This will be a \$500m issue with a maturity of seven years and the first issue of its kind by any European corporate borrower. It will also be the first joint management by a foreign-controlled investment bank in Japan.

Debentures make debut in Yugoslavia

By Aleksandr Labi in Belgrade

NEGOTIABLE securities will be sold for the first time in Yugoslavia on January 5 when the electric power industry of the constituent republic of Serbia will issue debentures.

Morgan Grenfell moves to boost US operations

BY HUGO DIXON IN LONDON

MORGAN GRENFELL, the financial services group, has appointed a new managing director of its American subsidiary, Morgan Grenfell Inc, as the first step in beefing up its US operations following the acquisition of C. J. Lawrence, the US securities firm, earlier this month.

As part of its plans to integrate C. J. Lawrence with its securities operations worldwide, Morgan Grenfell has a group of people ready to move from London to C. J. Lawrence's office in New York. A team is also about to leave C. J. Lawrence to come to London.

Table with columns: December 1985 = 100, Average yield (%), Last week, 12 wks ago, 26 wks ago. Rows include Overall, Government Bonds, Municipal Bonds, Government-Guaranteed Bonds, Bank Debentures, Corporate Bonds, Yen-denominated Foreign Bonds, Government 10-year.

Banks to aid Bet Shemes

BY JUDITH MALTZ IN TEL AVIV ISRAEL'S FOUR major banks have agreed to write off US\$20m of the approximately \$60m in debt owed to them by Bet Shemes Engines, the country's virtually bankrupt aero engine manufacturer.

Indian share rally

HEAVY SHARE buying by Indian government-owned investment institutions has lifted prices on the country's stock exchanges, lifting the All-India Index to 45.8 by Wednesday, the last trading day of the year, R. C. Murthy reports from Bombay.

Hitachi Zosen loan

Seven banks have agreed to provide up to ¥160bn (\$1bn) in loans to three property company affiliates of Hitachi Zosen, the troubled shipbuilding group, Kyodo reports from Osaka.

SOME BUSINESS TRAVELLERS will change neither hotel nor newspaper. That's why they are particularly happy to find complimentary copies of the FINANCIAL TIMES at the following hotels in Geneva.

How much do you really know about SWAPS, EUROBONDS, GILTS AND FOREIGN EXCHANGE? Financial i has released a series of training programmes about Swaps, Eurobonds, Gilts and the Foreign Exchange market, covering every aspect in a detailed and comprehensive way.

Financial Times Conferences The Second FT Defence Conference London - January 29 and 30, 1987 Following its highly successful SDI Conference held just a year ago, the FT now announces its second defence forum.

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UK COMPANY NEWS

Terry Povey on the cross-Atlantic search for tax-efficient marriages

New life for loss-makers

THE SIGHT of profitable companies chasing loss-makers for tax reasons is common—even if it is never thoroughly respectable. A pair of investment managers have turned this practice on its head and found a rewarding way for impoverished UK producers to acquire profitable US businesses.

Running this scheme is Mr Mark Vaughan-Lee, a former director of MIM, the fund managers, but now working independently, and Mr Chris Mills, who is a consultant overseeing the institution's North American investment operations. MIM, which is owned by Britannia Arrow Holdings, is backing the two men by holding or taking a 10-to-20 per cent equity stake in the companies involved.

Mr Vaughan-Lee and Mr Mills have been searching out suitable partners for tax efficient marriages since late 1984. To date, they have completed one scheme, another is very close to being finished, and the next venture appears just to be getting under way.

The first of the duo's deals involved the restructuring of USM-quoted American Oilfield Services (now renamed American Electronic Components), Durakool, a US electronic switch manufacturer, was injected into the ailing AOS shell.

Later this month, American Business Systems is to be born through the merger of Danka Industries with New Court Natural Resources. ABS will also be one of only two companies ever to drop down to the USM from the main market.

The nub of the Vaughan-Lee/Mills arrangement is the bringing together, by mutual agreement, of a UK company with virtually all its operations in

the US, which is close to collapsing under the weight of losses, and a profitable US company. Differences in tax laws and fund raising procedures make it possible for the UK company's accumulated losses to shelter the profits and therefore to finance the growth of the American unit.

On this side of the Atlantic, the ideal company is USM-listed, for ease of manoeuvre, with a share price pushed down to penny stock status by consistent losses. The oil industry has provided a pool of suitable companies—many small independent producers or oil services companies with US operations were listed on the UK stock market in the heyday of expensive crude. Several of these have come to grief—some were running at a loss even before the oil price collapse hit them.

In the US, Mr Mills has found a number of solid, owner-managed small private businesses lacking a tax shelter for their profits. "There are over 700 suitable companies out there," he claims. Many owners are willing to exchange control for large performance bonuses: the two men running Danka could earn \$15m within five years (and they retain an eighth of the expanded equity). Their company will enjoy rapid growth and obtain a listing.

After the UK target has been identified and the US partner has been won over, the intended acquisition has to be structured so as to produce as clean a shell as possible. Costs are slashed to the bone, assets are disposed of, and what remains is sharply written down



Mr Mark Vaughan-Lee

(generating more tax losses in the process). In the case of New Court, a one-for-one rights issue at par was required to fund what Mr Mills called "the tidying up operation."

Next, the US company is acquired by the UK shell in an all shares deal. As the shares for the acquisition have to be issued at or close to par value, the rights involved are very heavy—American Oilfields had a nine-for-one, New Court a 15-for-4 (making an 11-for-four increase in equity in four months).

The need for a trans-Atlantic component in these deals arises, ironically, from American legislators' attempts to block US companies from buying tax losses. Presently, US tax losses can only be offset within the same corporate grouping and any change of ownership immediately cancels the potential tax credits.

UK tax laws are far more restrictive about the flexibility with which companies can utilise losses, even within the same group, but there is no change of ownership rule.

It is these differences in tax rules which makes a UK partner the desired "other half" in these arranged marriages. When a US company raises funds through a rights issue, the American investment banks buy the shares being issued and then sell them on. The large rights issues necessary to recapitalise any loss-laden shell would involve, even if only for a matter of minutes, a change of ownership.

In contrast, UK companies can make underwritten rights issues directly to existing shareholders—and therefore there is no disqualifying change of ownership. And MIM's good offices can be relied upon to get the institutions behind the tax-driven restructuring plan.

AOS, the prototype operation, had been traded under the matched bargains rule since 1980. Investors initially paid 100p for the shares, but they were suspended in January 1985 at 50p. Soon afterwards, Mr Vaughan-Lee took his place and Durakool was absorbed. AOS, with \$21m of tax losses still intact, was listed on the USM as American Electronic Components in March 1985 through an offer for sale at 20p underwritten by MIM.

Taxes actually paid by AEC in the year to June 1986 were a mere 3 per cent of the \$2.94m pre-tax profits (which included about \$1m of upfront development costs). A couple of acquisitions indicated that AEC's strong attributable profits and cash generation streams were being tapped to fund Durakool's expansion. MIM has a 22.4 per cent stake in AEC and the 5p shares are now valued at 27p.

Mr Mills points out, however, that although such schemes "are simple enough in outline, they are a great deal more complex in practice." The New Court-Danka deal was clearly very difficult to pull off. Mr Mills and Mr Vaughan-Lee had to battle against the majority of the board, beginning as ring-leaders of dissident institutional shareholders, which held about a third of the equity. The balance of power did not

tilt in the duo's favour until after Bond Corporation took over Hampton Gold Mining over Ares (which held a key stake in New Court). Also holding up the scheme was a boardroom wrangle centring on a luxury flat in New York which ran up \$1m in legal costs before it was, to New Court's disadvantage, finally settled out of court.

New Court's accumulated tax losses are worth about \$15m plus another \$1m a year as long as the oil price is depressed. If oil prices rise significantly, then the cash flow from the best properties retained is a bonus. ABS is planning to use the almost tax-free cash flow to expand Danka rapidly in the Florida photocopying market—its management believes it will be a \$100m company within five years. MIM has, via Consolidated Venture Trust, a major stake in New Court.

What are the difficulties? First, how much should be paid in the dividends to keep investing institutions on board? Then there is the more remote threat that US legislators or the UK authorities may consider this a loophole worth closing.

Most importantly though, at the end of five years or so earnings growth tails off as the shelter is lifted. The various equity partners may want to cash up before this trend becomes too apparent but any change of ownership before the losses run out could threaten to unravel all the tax planning arrangements.

However, for the time being, the MID-banked duo are convinced that they have discovered a valuable profits stream that is worth pursuing. Their next target could well be Sapphire Petroleum, Mr Mills has recently joined the company's board. MIM has a 15 per cent stake and the tax losses available are reputed to be a mouthwatering \$28m.

With Sapphire's shares now at 19p (the par value is 50p) against the July, 1985, offer price of 150p, few of its shareholders are likely to turn down any scheme out of hand.

Midsummer purchase and share subdivision

Midsummer Leisure, formerly known as the Campaign for Real Ale and latterly as Midsummer Inns, has announced details of its proposed subdivision of its shares and the acquisition of the Derby Signs group for a maximum £2.5m.

In a circular to shareholders, Midsummer proposed a subdivision of its shares in the ratio of two-for-one and the introduction of an executive and savings-related share option scheme. The circular also gave details of Midsummer's application to the Stock Exchange for a full listing of its shares which are currently on the USM.

Midsummer's interests are in public houses, discotheques, snooker halls and restaurants and shopping centres.

An extraordinary general meeting to approve the subdivision and the share scheme has been called for January 20. Midsummer will pay a maximum £1.25m for Derby Signs. On completion of the deal, £1.04m will be paid by the issue of 250,000-worth of new Midsummer shares and £500,000 cash. The balance to be paid is dependent on Derby's profits performance in the year ending September 30 in 1987 and 1988.

Derby Signs designs manufacturing and installs corporation sign schemes, aluminium and glazing fittings and carries out general printing for the sign and promotions industries. The purchase of Derby Signs would enable Midsummer's Charwood Shopfitters subsidiary to expand its services in the brewing, leisure and retail sectors, Mr Adam Page, Midsummer's chairman said.

In the year to March 31, Derby made pre-tax profits of £32,000 on turnover of £12.4m. Mr Page said he expected the vendors of Derby Signs to retain their shares.

Lifecare holders should see some return on shares

BY NIKKI TAIT
SHAREHOLDERS in Lifecare International, the nursing homes group where receivers were appointed in August, should see some return on their shares.

In a statement the directors of Lifecare—formerly Edward Jones Group—said they understand that receivers Peat Marwick Mitchell have realised "more than sufficient" to meet liabilities to Citibank and all the company's creditors.

That still leaves certain claims by Care Homes, a BES company, against Lifecare unresolved, but the board says that it has entered an agreement with Care Homes settling the dispute. This needs the

agreement of shareholders at a general meeting, called for January 14.

Care Homes was set up last March to start a chain of nursing homes—beginning with the renovation of Dorney House in Sunningdale—which Lifecare would then run.

Lifecare has also announced that on to December 5, former managing director, Mr C. Morris was removed from office at the instigation of institutional shareholders. Two other Lifecare directors, Dr Petty, the former chairman and Mr Lenton have since resigned and been replaced by Mr John Little and Mr Piers Mountstephens, who will act as custodians of the company's assets.

Raine agrees not to bid for Tilbury before June

BY CLAY HARRIS
Raine Industries has promised not to make a hostile offer for Tilbury Group before next June unless a bid emerges from a third party for the diversified construction group.

Raine, a housebuilder and property developer, is in the process of raising its holding in Tilbury to 23.3 per cent by buying a 20.3 per cent stake held by Govett Strategic Investment Trust.

The undertaking not to make a general offer without the recommendation of the Tilbury

board was intended to maintain a constructive and friendly relationship between the two companies.

Raine also forecast pre-tax profits of at least £1.4m for the six months to December, against £320,000 in the 1985 period. Pre-tax profits for the full year would rise to at least £2.5m, or £3.4m including Raine's share of Tilbury's profits.

Tilbury shares fell 7p to 189p on Wednesday, against the 220p that Raine is paying for the Govett trust's holding.

Guinness Peat US deal

In a deal worth \$16m (\$11m), Guinness Mahon Capital Corporation, a wholly-owned subsidiary of the Guinness Peat financial services group, has bought the fund management business of Eagle Management and Trust of Houston.

The price is made up of \$14m cash and two \$1m interest-free notes, maturing after two and three years respectively unless converted at those times into Guinness Peat ordinary shares at 90p each.

The purchase is Guinness Peat's second major acquisition in the US in three months. In October it bought Forsmann-Leff Associates, a New York investment company, in a deal

worth around \$100m. Eagle manages over \$225m for educational, charitable and other endowments and foundations, private clients and pension funds.

Guinness Peat said that based on unaudited results for the 11 months to November, 1986, Eagle's pre-tax profits would be around \$1.2m on an annualised basis. The tax charge would be minimal because of Guinness Peat's available tax losses.

Mr Alastair Morton, Guinness Peat's chief executive, said the acquisition was the second stage of Guinness Peat's strategy of developing a tax-efficient earnings stream in the US fund management sector.

BOARD MEETINGS	
TODAY	Shield
Interlink-Eurocon Centre Properties	Jan 13
Hidong Estate	Black
	Jan 20
FUTURE DATES	Black Arrow
Interlink	Jan 25
Disons	Countrywide Properties
Jan 14	Jan 7
Kenyon Securities	Jan 2
Jan 12	Warner Holidays
	Oct 30

African Development Bank

US\$100,000,000

Subordinated Floating Rate Notes 1996

In accordance with the terms and conditions of the Notes, notice is hereby given, that for the interest period December 29, 1986 to June 29, 1987 the Notes will carry an interest rate of 6 1/2 per cent per annum for 182 days. The amount payable per US\$10,000 nominal amount will be US\$331.77.

29 December 1986
THE CHASE MANHATTAN BANK, N.A.
LONDON, AGENT BANK



COMPANY NEWS IN BRIEF

A. COHEN, manufacturer of non-ferrous metal ingots, has exercised an option to buy 20 per cent of Australian company Nonferal Proprietary from Comalco. It already owned the remaining 80 per cent. Cohen is paying \$2.75m (£1.3m) for the 20 per cent stake. Nonferal's main activity is refining and trading non-ferrous metals. On December 31, 1985, the date of its last audited accounts, the net asset value was A\$16.63m.

HANSON INDUSTRIES has sold its Kleinschmidt computer services company and its Hudson River Conference Centre, in separate transactions, for a total of some \$13.8m. Both operations were acquired as part of Hanson's acquisition of SCM Corporation earlier this year. Kleinschmidt has been sold to a group consisting of Kleinschmidt management for \$1.85m cash and \$3.24m in notes and royalties. Hudson has been sold to Gladue Facilities, a limited partnership, for about \$3.7m.

MAUNDERS, the North West based housing group, has acquired the major part of the house building division of Dares Estates for £3.5m cash. This comprises six residential sites and work in progress in Dorset and Hampshire with a total sales value of £10m.

BARROW HEBURN, the chemicals and engineering group, yesterday confirmed its rejection of Yula Catto's £17.3m takeover bid.

LONDON INTERNATIONAL GROUP has bought Cosmetec, a Californian company which assembles personal grooming kits for a minimum \$2.7m (£1.85m). There will be an initial payment of \$2m, satisfied by the issue of 592,000 new shares.

This advertisement complies with the requirements of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited. It does not constitute an offer of, or invitation to subscribe for, or purchase, any securities.

The Thailand Fund

A Contractual Investment Fund established under the laws of the Kingdom of Thailand
Managed by

The Mutual Fund Company Limited

U.S. \$30,000,000

Placing of 3,000,000 Units at an issue price of U.S.\$10.375 per Unit evidenced by Beneficial Certificates in denominations of 1,000 Units and integral multiples thereof.

International Finance Corporation Vickers de Costa International Ltd.
Morgan Stanley & Co. Incorporated
Banque Internationale à Luxembourg
BIL (Asia) Ltd.

Application has been made to the Council of The Stock Exchange for the Units to be admitted to the Official List. Income will be payable annually in arrears in or about March, the first payment being made in March 1988.

Particulars are available in the statistical services of Evidential Services Limited. Copies of the Particulars have been published in the form of an End Card and may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) from the Company Administrator, Unit of the Overseas Department of The Stock Exchange, Leadenhall Street, London EC3A 3BP, up to and including 31st December, 1986 or during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 15th January, 1987 from—

Springour Vickers & Co., 20 Colindale Avenue, London EC2R 7J5 Vickers de Costa Ltd., Regis House, King William Street, London EC4R 9AR 29th December, 1986

December 29, 1986

International Placing

VEITSCHER MAGNESITWERKE ACTIEN-GESELLSCHAFT

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AS 20,000,000 Ordinary Shares of Common Stock
each of a par value of AS 100 and AS 1,000 respectively

Offering Price: AS 1,147 per share of AS100

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A FINANCIAL TIMES SURVEY ELECTRONICS in PRINTING

Publication Date:
MONDAY FEBRUARY 23 1987

Insertion Guarantee:*

FRIDAY JANUARY 16 1987

Advertisement copy date:
FRIDAY FEBRUARY 13 1987

*To guarantee that your advertisement appears in this survey, orders will be required by the date shown.

The Financial Times proposes to publish this survey on the above date. The provisional editorial synopsis is set out below, and is not a press release therefore cannot be used as one.

1. Introduction
2. Desk Top Publishing (DTP)
3. Corporate Publishing
4. Typesetting
5. Publishing
6. Printing
7. Electronic Mail and 160 x 400 Protocols
8. Fleet Street
9. Global Village

Banco Nacional do Desenvolvimento Economico

U.S.\$50,000,000
Floating Rate Notes 1989

Notice is hereby given pursuant to the Terms and Conditions of the Notes that for the three months from 29th December 1986 to 30th March 1987 the Notes will carry an interest rate of 7% per annum. On 30th March 1987 interest of U.S.\$17.69 will be due per U.S.\$1,000 Note and U.S.\$178.94 due per U.S.\$10,000 Note for Coupon No. 31.

EBC Amro Bank Limited
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FINANCIAL TIMES STOCK INDICES

	Dec. 24	Dec. 23	Dec. 22	Dec. 19	Dec. 18	Dec. 17	1986 High	1986 Low	Since Completion High	Low
Government Secs.	83.14	82.96	82.99	82.32	82.19	82.13	94.51	80.39	127.4	49.18
Fixed Interest	89.77	89.72	89.67	89.21	89.17	89.15	97.68	86.25	150.4	50.53
Ordinary	1301.2	1294.7	1286.1	1272.1	1270.6	1276.1	1425.9	1094.3	1425.9	49.4
Gold Mines	299.6	308.9	309.2	311.4	311.3	313.9	357.8	185.7	794.7	43.5
FT-ACLIAR Share	829.11	827.01	823.18	815.18	815.04	817.34	892.39	644.42	832.39	61.92
FT-SE 100	1665.1	1660.9	1652.2	1632.2	1630.6	1636.3	1717.6	1370.1	1717.6	96.9

I.G. INDEX
FT for December
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WHAT HASN'T BEEN IN THE NEWS ABOUT DREXEL BURNHAM IN THE LAST 4 WEEKS.

The collage displays a variety of financial products issued by Drexel Burnham Lambert, including:

- Kay Jewelers, Inc.**: \$50,000,000 Senior Subordinated Notes due 1996.
- Drexel Burnham Lambert CMO Trust Series D**: Collateralized Mortgage Obligations.
- JOZ I Corporation**: \$100,175,000.
- RLC CORP.**: \$35,000,000, 8 3/4% Collateral Trust Debentures, Series E, due December 1, 1993.
- MEI DIVERSIFIED INC.**: \$75,000,000, 12 1/4% Senior Subordinated Notes due December 1, 1996.
- BEST Best Products Co., Inc.**: \$200,000,000, 12 1/4% Senior Subordinated Notes due December 1, 1996.
- Eastern Air Lines, Inc.**: \$270,000,000 First Priority Secured Equipment Certificates due 1997; \$200,000,000 Second Priority Secured Equipment Certificates due 1998; \$100,000,000 Third Priority.
- Safeway Stores Holdings Corporation**: \$1,000,000,000.
- Kohlberg Kravis Roberts & Co.**: \$300,000,000.
- Safeway Stores, Incorporated**: \$300,000,000.
- Warnaco Inc.**: \$300,000,000, 12% Senior Debentures due November 25, 1992.
- The Warnaco Group, Inc.**: \$155,000,000, 12 1/4% Senior Subordinated Notes due November 25, 1992.
- Playtex, Inc.**: \$402,400,000; \$170,000,000 Senior Notes due 1994; \$100,000,000 Senior Subordinated Notes due 1996; \$100,000,000 Subordinated Debentures due 1998.
- Edgcomb Corporation**: 2,100,000 Shares Common Stock, Price \$2 a Share.
- Cogeneration Inc.**: \$170,500,000.
- Enron Corp.**: \$300,000,000.
- Bond Brewing Holdings Limited**: \$300,000,000, 12 1/4% Redeemable Subordinated Debentures.
- Instrument Systems Corporation**: 500,000 Shares, \$22.50 Cumulative Redeemable Exchangeable Preferred Stock.
- CAROLCO PICTURES INC.**: \$50,000,000, 12 1/4% Senior Subordinated Notes due December 1, 1996.

You've probably been reading a lot of things about Drexel Burnham in the press. However, there are some things you may not have read. For example, what we accomplished during the past four weeks. Like lead-managing a total of \$4.7 billion in the public and

private markets. Or issuing 22% of all the public debt, preferred and common stock for industrial companies. Or raising through public offerings 72% of the debt and preferred stock for industrial companies rated BB+ or lower.

Or even privately placing \$1.8 billion for 10 companies, which we think accounts for more than half of all the private placements completed in that period. Of course, none of this could have been accomplished without the help of the 10,000 people

who work at Drexel Burnham. People who continue to do what they've always done so well. Open up the capital markets to America's growth companies.

Drexel Burnham
Helping People Manage Change.

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December 29, 1986

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BOARD MEETINGS

JAY	10.30	11.00
DAVES	10.30	11.00

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AUTHORISED UNIT TRUST & INSURANCES

Vertical text on the left margin, likely containing publication details or contact information.

Main table listing various financial products, including insurance policies and unit trusts, with columns for company names, product details, and prices.

INSURANCES

Vertical text on the left margin under the 'INSURANCES' header, listing specific insurance-related information.

APPOINTMENTS

Managing director for Solicitors' Law

Mr Jim Ducker has been appointed managing director of THE SOLICITORS' LAW ASSOCIATION...

Mr Martin Lister is to become a director of SAVE & PROSPER INVESTMENT MANAGEMENT...

Mr Peter de Piana has been appointed managing director and Mr Martin W. Buck deputy chairman of BERIFFORD MOCATTA...

At HARRISON INDUSTRIES Mr Jean-Claude Casari has become a director...

Mr Ed Lortimer and Mr Ian Walker have joined HUNTING OILFIELD SERVICES...

Mr Colin Ross Curran has been appointed a director of the BANK OF ENGLAND...

Mr Philip Morgan has become general manager and Mr Ken Macgregor underwriting manager at HIR (UK)...

Mr W. E. Carmichael, chairman and managing director of Aikens Campbell & Co...

Mr David Wood has been appointed finance director of CONNELL ESTATE AGENTS...

At LOMBARD CONTINENTAL the deputy general manager, Mr Andrew Laing, will be promoted to deputy general manager on January 1...

Eurotunnel joint board

Mr Jean-Louis Diercke, chief executive of Eurotunnel, and Mr Michael Jellens, deputy chief executive, have been appointed to the joint board of EURO-TUNNEL...

BAIN DAWES has appointed Mr Julian Currie as managing director of Bain Dawes Angus and Mr Edward Westwood as a director of the Birmingham office...

Mr Michael Mander has been appointed to the board of HILL SAMUEL & CO...

CHAMPION SPARK PLUGS has appointed Mr Bill Graham as UK managing director...

MARKS AND SPENCER has appointed Dr David Arterton as a not-executive director...

ADWEST GROUP has appointed Mr Ted Jenson, divisional chief executive, electrical, as a director...

NOTICE OF REDEMPTION

NOTICE IS HEREBY GIVEN pursuant to paragraph 7(B) of the Fiscal Agency Agreement dated as of December 13, 1984 between EXPORT DEVELOPMENT CORPORATION ("EDC") and ORION ROYAL BANK LIMITED...

FOR THE C\$1,000 DENOMINATED NOTES

Table with columns for serial number, amount, and date for C\$1,000 notes.

FOR THE C\$10,000 DENOMINATED NOTES

Table with columns for serial number, amount, and date for C\$10,000 notes.

have been selected by lot by the Fiscal Agent for redemption on the 28th day of January, 1987 at a redemption price equal to 101% of their principal amount...

NOTICE IS ALSO HEREBY GIVEN, that all interest on the Notes so called for redemption shall cease to accrue on or after the said 28th day of January, 1987...

DATED AT LONDON This 29th day of December, 1988. by ORION ROYAL BANK LIMITED Fiscal Agent

Orion Royal Bank Limited 1 London Wall, London EC2Y 5JX, England

The Royal Bank of Canada Royal Bank Plaza, Toronto, Ontario M4J 2J5, Canada

The Royal Bank of Canada (Belgium) S.A. rue de Ligne 1, B-1000 Bruxelles, Belgium

The Royal Bank of Canada AG Bockenheimer Landstrasse 61, 8000 Frankfurt/Main 1, West Germany

The Royal Bank of Canada (Swiss) rue Dildy 6, 1204 Geneva, Switzerland

Kreditbank S.A. Luxembourgeoise, 43 Boulevard Royal, 2955 Luxembourg

NOTICE OF REDEMPTION GENERAL MOTORS ACCEPTANCE CORPORATION OF CANADA, LIMITED

Canadian \$50,000,000 16 1/2% Notes due February 1st, 1989

Pursuant to the terms of paragraph 8 (a) of the Notes, which provides that at any time on or after February 1st, 1987 the Notes may be redeemed at the option of the Company...

The redemption price of the said Notes shall be payable on presentation and surrender thereof with all unannounced coupons at any one of the following paying agencies:

- List of paying agencies including BANK OF MONTREAL, BANQUE BRUXELLES LAMBERT S.A., CHEMICAL BANK, and others.

NOTES should be surrendered with all coupons appertaining thereto maturing on or after the date fixed for redemption, failing which the face value of any coupon not so delivered will be deducted from the sum due for payment.

Any amount so deducted will be paid against surrender of the said coupons within a period of 10 years from February 1st, 1987. On and after the date fixed for redemption, interest on the notes will cease to accrue.

Dated at City of Toronto this 15th day of December, 1986. GENERAL MOTORS ACCEPTANCE CORPORATION OF CANADA, LIMITED

Wells Fargo & Company U.S. \$100,000,000 Subordinated Floating Rate Capital Notes due September 1997

U.S. \$50,000,000 riapoolim International N.V. Guaranteed Floating Rate Notes 1988

GRANVILLE SPONSORED SECURITIES table with columns for Company, Price on week, Div. (%), P/E, and other financial metrics.

Vertical text on the left margin containing various financial data and market information.

LONDON SHARE SERVICE

Table with columns: Stock, Price, Last, Bid, Offer, Yld. Includes sections for BRITISH FUNDS, AMERICANS-Cont., CANADIANS, BANKS, HP & LEASING, GOVT. BANK AND DEEAS, INT. BANK AND DEEAS, COMMONWEALTH & AFRICAN FUNDS, FOREIGN BONDS & RAILS, and AMERICANS.

BUILDING, TIMBER, ROADS-Cont.

Table listing various building, timber, and road-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

DRAPERY & STORES-Cont.

Table listing various drapery and stores-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

CHEMICALS, PLASTICS

Table listing various chemical and plastic-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

DRAPERY AND STORES

Table listing various drapery and stores-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

ENGINEERING-Continued

Table listing various engineering-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

FOOD, GROCERIES, ETC.

Table listing various food, grocery, and other related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

HOTELS AND CATERERS

Table listing various hotel and catering-related stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

INDUSTRIALS (Miscellaneous)

Table listing various industrial stocks with columns for Stock, Price, Last, Bid, Offer, Yld.

Handwritten note: "Handwritten note in the top right corner of the page, possibly a date or reference number." (Note: The image shows a handwritten note that appears to say "Handwritten note" or similar, but it is difficult to read clearly.)

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Table with multiple columns and rows, containing financial data under the heading 'INDUSTRIALS - Continued'. Includes various company names and numerical values.

Table with multiple columns and rows, containing financial data under the heading 'PROPERTY - Continued'. Includes various company names and numerical values.

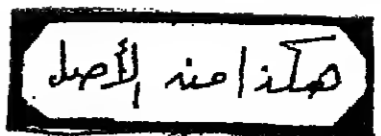
Table with multiple columns and rows, containing financial data under the heading 'FINANCE, LAND - Cont.'. Includes various company names and numerical values.

Table with multiple columns and rows, containing financial data under the heading 'MINES - Continued'. Includes various company names and numerical values.

Table with multiple columns and rows, containing financial data under the heading 'MISCELLANEOUS'. Includes various company names and numerical values.

Footnote or disclaimer text at the bottom of the page, providing information about the publication and its content.

WORLD STOCK MARKETS



AUSTRIA 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

BELGIUM/LUXEMBOURG 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

DENMARK 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

NORWAY 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

ITALY 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

GERMANY 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

HONG KONG 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

FINLAND 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

NEW YORK 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

INDICES 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

CANADA 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

NEW YORK ACTIVE STOCKS 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

FRANCE 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

AUSTRALIA 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

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SWEDEN 1986 Dec. 28 Price Pts. High Low Dec. 28 Price Pts. High Low

OVER-THE-COUNTER Nasdaq national market, closing prices December 28

Continued from Page 27. Table listing various over-the-counter stocks with columns for stock name, price, and change.



Wall Street, State Street, Threadneedle Street... all on the same wavelength.

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FINANCIAL TIMES Because we live in financial times.

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table of stock prices with columns for 12 Month, High, Low, Stock, Div. Yld., P/E, 100s High, Low, and various stock symbols like AAR, AIG, AMCA, etc.

Continued on Page 27

CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar and interest rates expected to fall

by Colin Milham

INTERNATIONAL interest rates are expected to fall in 1987. There was unanimity among the economic forecasters on this subject as 1986 drew to an end, and attention turned to the New Year. James Capel's international bond and currency review for December said the only doubt about declining interest rates in the major industrialised countries concerned the UK.

Midland Bank's market review for December agrees that US interest rates will trend lower once seasonal forecasters on this subject as 1986 drew to an end, and attention turned to the New Year. James Capel's international bond and currency review for December said the only doubt about declining interest rates in the major industrialised countries concerned the UK.

Midland Bank is not so sure, but forecasts that Japanese rates will drift moderately lower over the next six months, while the yen remains reasonably stable against the dollar, but weakens against the D-Mark. Midland suggests it is unlikely the Bank of Japan will further ease its credit policy.

to 5.5 per cent, but in the six months to November the money stock rose by nearly 9 per cent. Capel says interest rates in West Germany will not be cut when monetary growth slows down in line with the 1987 target, and believes no cut is likely before the third quarter.

and following a realignment around the middle of the year, but Lloyds and Capel agree it is more likely around the end of the first quarter. Capel comments that it is the only way of slowing German monetary growth in line with the 1987 target, and forecasts a revaluation of the D-Mark and Dutch guilder, coupled with a devaluation of the Danish krone, Belgian franc and Irish punt. The French franc may also be included in the latter group.

bill in the US Congress and stubbornly high US trade deficits to generate calls for a further decline by the dollar, according to Capel.

£ IN NEW YORK

Table with columns: Dec 26, Latest, Previous. Rows: 5 bank, 1 month, 3 months, 12 months.

STERLING INDEX

Table with columns: Dec 26, Previous. Rows: 8.30 am, 9.00 am, 10.00 am, 11.00 am, 12.00 pm, 1.00 pm, 2.00 pm, 3.00 pm, 4.00 pm, 5.00 pm.

CURRENCY MOVEMENTS

Table with columns: December 24, Bank of England, Morgan Stanley, etc. Rows: Sterling, US Dollar, Canadian Dollar, etc.

CURRENCY RATES

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: Sterling, US Dollar, Canadian Dollar, etc.

OTHER CURRENCIES

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: Argentina, Brazil, Chile, etc.

FORWARD RATES AGAINST STERLING

Table with columns: US Dollar, French Fr, Swiss Fr, etc. Rows: 1 month, 3 months, 6 months, 12 months.

FORWARD RATES AGAINST THE DOLLAR

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: UK, Canada, Ireland, etc.

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EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: Belgium, Denmark, France, etc.

EXCHANGE CROSS RATES

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: £, \$, DM, Yen, etc.

EURO-CURRENCY INTEREST RATES

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: Sterling, US Dollar, etc.

POUND SPOT-FORWARD AGAINST THE POUND

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: US, Canada, etc.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

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LIFFE LONG GILT FUTURES OPTIONS

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: 100, 100, 100, etc.

LIFFE US TREASURY BOND FUTURES OPTIONS

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: 90, 90, 90, etc.

LIFFE FT-SE 100 INDEX FUTURES OPTIONS

Table with columns: Dec 24, Bank of England, Morgan Stanley, etc. Rows: 100, 100, 100, etc.

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LONDON RECENT ISSUES

Table with columns: Issue, Price, Date, etc. Rows: Ashland Group, Australia, B.C.E. Hops, etc.

FIXED INTEREST STOCKS

Table with columns: Issue, Price, Date, etc. Rows: Essex Water, Hanson, etc.

"RIGHTS" OFFERS

Table with columns: Issue, Price, Date, etc. Rows: 300, 300, 300, etc.

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Luxembourg WestLB International S.A., 32-34, boulevard Grande-Duchesse Charlotte, Luxembourg, Telephone (352) 4 47 41-43, Telex 16 72

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Hong Kong Westdeutsche Landesbank, BA Tower, 36th Floor, 12 Harbour Road, Hong Kong, Telephone (85) 842 0288, Telex 75142 HXC

WestLB

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To the Holders of RHM International Finance N.V. ("the Company") US \$20,000,000 8% Guaranteed Bonds 1988 ("the Bonds")

Notice is hereby given that, pursuant to Conditions 4(c) of the Bonds, the Company has elected to redeem on 1st March 1987 ("the Redemption Date") all of the Bonds outstanding at that date...

The Bonds should be presented for payment together with all unexpired Coupons pertaining thereto, failing which the face value of any missing unexpired Coupons will be deducted from the sum due for payment...

The Bonds may be presented for redemption at the offices of the Paying Agents as set out on the reverse of the Bonds.

29th December, 1986 Morgan Grenfell & Co. Limited The Principal Paying Agent

U.S. \$200,000,000 Bankers Trust Overseas Finance N.V.